THE NATIONAL Provisioner

The Magazine of the Meat Packing and Allied Industries

October 27, 1928 Reference Dept.

Operating at a Profit

Increasing profits by decreasing expenditures through increased efficiency is the modern trend in all industry.

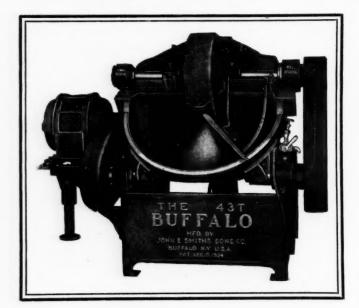
In meat packing, distribution perhaps offers the greatest field of possible endeavor. Confining distribution of meat products to paying areas, leaving other sections to those more advantageously situated, eliminating the unprofitable buyer, tempering production to demand, increasing knowledge of sales outlets and credits, and general improvement in the cumbersome distribution system of the industry, all contribute to operating at a profit.

CONVENTION NUMBER
Institute of American Meat Packers

Octo

ANNOUNCING

A Marvelous New Invention!



The New "BUFFALO"

Self-Emptying

Silent Cutter

Bowl Raised and Lowered by Compressed Air!

ALL gears, pinions, racks and bearings, formerly placed underneath the machine to raise the bowl, have been eliminated!

Operation is exactly the same as an Air Stuffer. Cuts and empties a batch in five (5) minutes!

Recently shipped to:

Kerber Packing Co., Elgin, Ill. I. Wagner & Son, Trenton, N. J. S. R. Gerber, Buffalo, N. Y.

Chas. Hess, Milwaukee, Wis.

Max Trunz, Brooklyn, N. Y.

United Sausage Co., Boston, Mass. Henry Muhs Co., Passaic, N. J.

Reading Abattoir Co., Reading, Pa.

If you see it in operation, you will buy!

See pages 4 and 5 for complete "BUFFALO" line

JOHN E. SMITH'S SONS CO., Buffalo, N.Y., U.S.A.

Patentees and Manufacturers

Branches LONDON

CHICAGO

MELBOURNE



NOW—a new Lakeshire achievement. Lakeshire has improved on Lakeshire quality! A loaf cheese already widely known for its superior quality, now raised to even finer excellence. Years of experimenting and perfecting recently resulted in important new improvements in machinery and methods.

More perfect uniformity, smoother texture—even color—finer flavor—cooking qualities unapproached. These are features that make the new Lakeshire Loaf Cheese a better product for your customers to buy—a more profitable loaf cheese for you to sell.

Order an assorted shipment today. Test the greater sales and profit possibilities of this finer loaf cheese. Seven Varieties — 5 pound loaves, ½-lb. cartons. Doubled production insures speedy service.

The Lakeshire Cheese Co. Plymouth Wisconsin

174 Duane St., New York Bity . 131 State St., Boston, Mass.

120 E. Union Avenue North, Portland, Ore.

Lakeshire Cheese is Distributed by— A. H. Barber & Co., Chicago, III.

Winnebago Cheese Co., Fond du Lac, Wis. A. H. Deland Co., Sheboygan, Wis.

URNE

A New Display Carton Speeds Up Sales for You

Each dozen half pound cartons of Lakeshire is now packed in this handsome, colored display carton. It's a *real* sales stimulator—the quickest, easiest, most profitable way to sell loaf cheese.

Lakeshire Loaf Cheese

THE NATIONAL PROVISIONER, VOL. 79, No. 17. Published every Saturday by The National Provisioner, Inc., Old Colony Bldg., Chicago, Ill. Entered as second-class matter Oct. 8, 1919, at the post office at Chicago, Ill., under the act of March 3, 1879.

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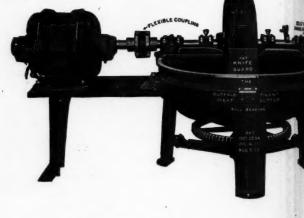
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World's Greatest Linf

Universally Recognized as the Best That Money Can Buy

"BUFFALO" Silent Cutter

The machine without an equal for producing highest quality sausage. Cuts pork and beef in the same batch; does not heat or mash the meat. Assures the highest yield at least possible cost. Made in 7 sizes, with motor or tight and loose pulley. For new Self-Emptying Silent Cutter, see inside front cover.



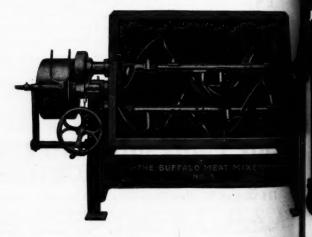
THE BUPPALO Naco B

"BUFFALO" Meat Mixer (At Right)

The machine that is indispensable for thoroughly mixing the "cure" into sausage meat. Assures finer flavor and a high grade product. Paddles scientifically arranged; center tilting hopper. Made in 7 sizes with motor or tight and loose pulley.

"BUFFALO" Meat Grinder (At Left)

The machine with UNLIMITED capacity. Takes chunks of meat as fast as two men can feed it through the hopper. Heavy roller thrust bearing placed directly back of feed screw. No heating. Patented drain flange keeps meat or juices out of bearings and oil out of cylinder. Made in 4 sizes with motor or tight and loose pulley.



JOHN E. SMITH'S SONS CO.

Patentees Manufacts

928

nf Sausage Machines!

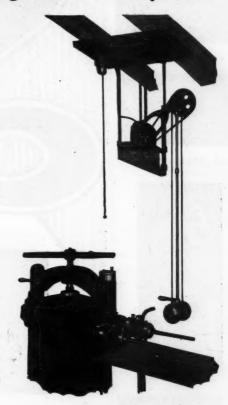
Used by Prominent Packers and Sausage Makers Everywhere

60 Years of Progress

FOR over half a century "BUFFALO" Machines have contributed towards the growth and progress of the sausage industry. They have been one of the outstanding factors in the production of highest quality sausage.

The improved line of "BUFFALO" Machines is the last word in modern, efficient, time and labor saving sausage equipment. Designed for quality first-built to endure-their constant and consistent use by the world's leading, successful packers and sausage makers, is proof ABSOLUTE of "BUFFALO" supremacy.

It will pay you to investigate!



Schonland Casing Puller

(Patented)

The machine that saves 50% to 65% in time and labor at the stuffing bench. Will not tear the casings or tire the operator. One man and a Schonland will do twice the work of 2 men without one. Ask for 10 day FREE trial!



"BUFFALO" Air Stuffer (At Left)

The machine that's equipped exclusively with the famous patented Superior Piston-guaranteed not to leak air, meat or water! No air pressure required to lower piston; it drops instantly and rapidly of its own weight, thus saving time and air pressure. Made in 5 sizes.

tentes 10 Broadway, Buffalo, N.Y., U.S.A. Chicago, London Melbourne





FULL BEEF LOIN BAG



BUTT BAG



BEEF FORE-QUARTERS BAG



PORK LOIN BAG



CHUCK BAG

Stockinette saves money and makes money whereever used



BACON SLAB BAG



BEEF TUBING



HAM BAG

There is no contradicting the fact that Stockinette will hold old customers and secure new ones. Use Stockinette wherever possible for every product. No doubt you are already using it for some-you will find it just as advan-

You put quality into your product. Isn't it worth a slight additional cost to protect it? Of course it isespecially when at the same time it helps to sell your product and

tageous for others.

The Adler Underweat & Hos

Selling Agent FRED C. CAH

The World's Largest Kning of

Protect Imp Helps to Sell You

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Here you can order Stockinette Coverings and Bags with the full assurance that your needs will be promptly and courteously filled ... and that the price is RIGHT.

If you do not find what you want on these pages tell us about it. We'll have it if it's made. If it isn't, we'll make it for



Reduce handling costs. Save time and money. No loss from dropping.



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FRANK BAGS



BEEF HINDQUARTERS



HINDQUARTERS BAG



NEW! 5-POUND



CATTLE WIPE



LAMB BAG

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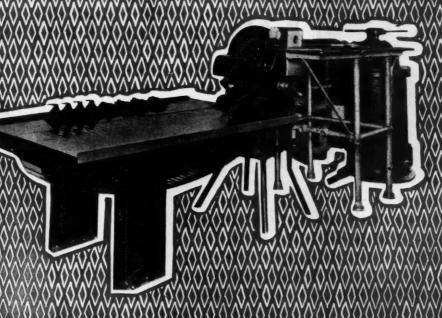


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AUTOMATIC

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THIS MACHINE IN YOUR PLANT

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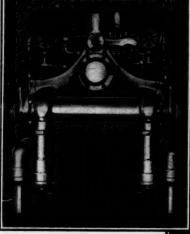
LARGER PRODUCTION LOWER COST & BIGGER PROFITS

LINKER, INC.

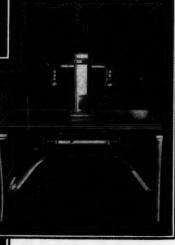
New York, N.Y.

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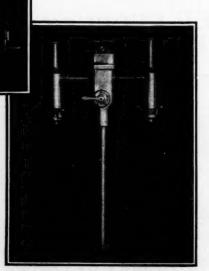




HPL-1



HPL-2



HP-BBL



High Pressure, Homogenizes and Weighs compound into cartons adjustable 2-oz. to 1-lb.

HPL-2

High Pressure, Homogenizes and Weighs compound into containers adjustable 1-lb. to 10-lbs.

HP-65

High Pressure, Homogenizes and Weighs compound into containers adjustable 15-lbs. to 65-lbs.

HP-BBL

High Pressure, Homogenizes and Weighs compound into tierces and barrels.



HP-65

Fee Automatic Processin Fil

Units...

Sompound Packing

A NEW, yet thoroughly tested method of processing and packing compound is offered to you, with claims that have been proved by many of the largest compound manufacturers:

- 1. Fee Processing Filling and Weighing Machines will deliver accurate weights of compound at high speed, filling packages evenly and without waste.
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- The material thus homogenized, weighed and packaged has much greater keeping qualities than by any other method.

These are advantages that mean profits to you. Get complete details

AMERICAN MACHINE AND FOUNDRY COMPANY

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Filling and Weighing Machines



MECHANICAL
machines sheet on
these pages do une
comprise the busine
line—they are merehy redical of it.

1. Becon Slice

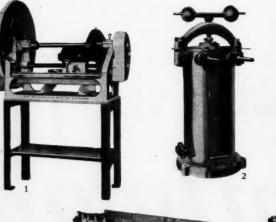
2. Sausage Sculler
3. Beef Viscera In-

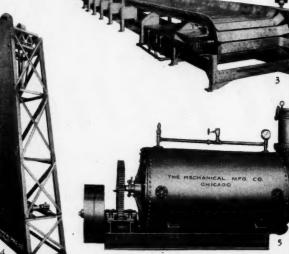
4. Triangular Ho

5. Junior Type | Melcer

6. Meat Truck

8. Overhead Con-







Many of the lead packing plants thro out the United State entirely MECHANI equipped. Hund have a majority of a ment bearing the CHANICAL name.

In the foreign fit where plants are located thousands of miles the source of equipments apply, the predoming thought in the stion of equipments about the source of equipments are included, or serious oping delays are inevitalt was this thought in



ith of the owners and liders of the great new nicipal Abattoir, now less construction at mass Aires for a capacate 6,000 hogs, 4,000 is and 2,000 sheep in that resulted in the retion of MECHANI-lequipment exclusive. The same thought werned the decision to 100% MECHANI-lequipment at the gerifico Nacional, the Peru, built last

realizing more and the the necessity for immaning costly breaktowns and repairs, and to meeting this probby specifying ME-ANICAL equipment of the problet when the problet with the problet when the problet with the prob-

CHANICAL can the you best, whether to med a beef hoist or suffer horn—a fertive dryer or a meat the "If it's for the thing House, we make it to the maximum serves in return for every you invest in it.

If it's for the PACKING HOUSE We Make It ECHANICA

The Mechanical Manufacturing Co.
Union Stock Yards, Chicago, Thinois

Eastern Office: 30 Church St. New York City



Southeastern Office: Artillery Building Savannah, Ga.

"IF IT'S FOR THE PACKING HOUSE- WE MAKE IT

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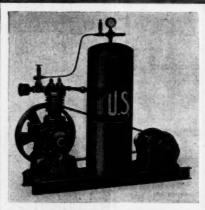
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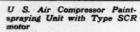
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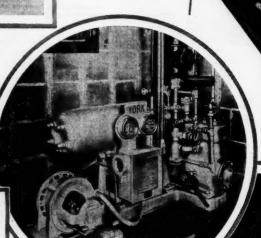
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Wherever the service's



Kelvinator "Big Boy" Refrigerating Unit with Type SCR motor

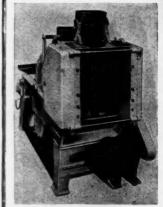




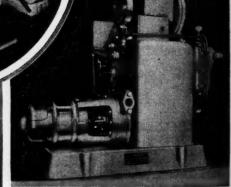


Cavicchi Floor Surfacer with Type SCR metor

York Refrigerating Unit with Type SCR motor



Day Dough Moulder with Type SCR motor



Nash Vacuum Heating Pump with Type SCR motor



Motorized Power

-fitted to every need

GENERAL ELECTRIC COMPANY

RA

E

es single phase select the SCR

The SCR motor is different from any other single-phase motor in that it is a self-contained unit without any centrifugal switches, short-circuiting devices, brushlifting mechanisms, or condensers.

Because of its unique design, the SCR has an unusual combination of characteristics which makes it suitable for a wide range of applications.

For applications to special duties, modifications of the SCR are available. The reversible SCR is especially designed for applications to dumb-waiters, freight and passenger elevators, etc.

Your machinery manufacturer will, at your request, supply you with devices that are already equipped with SCR motors. Your nearest G-E office or G-E Motor Dealer will also serve you in the selection and application of single-phase motors.



Characteristics of the SCR

Simple—no short-circuiting switches, centrifugal devices, etc. Exceptional pull-in torque. Starts, accelerates, and carries load on 75% of rated voltage. Practically perfect commutation.

Long brush life

Power-factor approaching unity High efficiency

Close speed regulation

Applications

Garages

Air compressors
Paint sprayers
Car lifters
Car washers

Car washers Battery chargers, etc.

Pumps

House supply Heating Ventilating Feed

Irrigation

Machinery

Woodworking Laundry Bakery Dairy Bottling Refrigerating Building & con-

tracting Farm

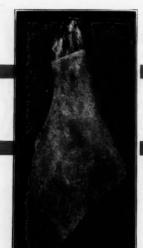
Shops

Grocers
Butchers
Shoe repair
Job printing

AND MANY OTHERS

204-

ELECTRIC



Beef Round Bag



Ham Bag



Sheep or Lamb Bag

Stockinette Fabrics and Bags—all Kinds | Gra

"Stockinetter



Beef Hindquarters



Beef Forequarters Bag

Make Sur You BEST FOTHE

Packers today realize the necessity for Perhaps meet. Stockinette. They know it builds new given. business and holds old customers to say Service. nothing of improving and protecting the securing product. Often, however, they could us seeing 1 a different grade or kind that would serve the purpose better - frequently more economically.

> Here's where Wynantskii You alw can help you. If you wil skill. T tell us the weight of the tions. As product you want to cove or simply send a sample quality. years of experience (remem ber Wynantskill was es tablished in 1905) will by promptly. put to work on your problem All told, and constructive sugges is truly This extre Station. tions offered. service costs you nothing.

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Originators of Stockinette for use in acking

Selling Agent FRED K. HIGBIE SUPPLY CO 5 Eas

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market p a million sonable f your req

nds Grades—all Sizes—all Shapes—Specials

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ity for Perhaps you have a special problem to is new meet. If so, cheerful assistance will be to say given. This is all a part of Wynantskill Service. We are not interested in simply ing the securing your order but just as much in uld use seeing that you get the most for your money; in seeing that your stockinette uently results are up to par.

Only a Few Items Shown Here COMPLETE LINE Includes Pork Loin Bags Frank Bags Pig Bags Tubing Cattle Wipe

SPECIAL COVERING FOR COVERING PORK LOINS BEFORE GOING TO THE FREEZER, ETC.

Write today!



Bacon Slab Bag



Beef Loin Bag



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promptly. robles All told, that's why Wynantskill sugges is truly a Stockinette Service extr Station. Make it yours.

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sample quality. With a capacity of over emem a million pounds a year it is reasonable for you to expect that

your requirements can be met

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COTROY, NEW YORK

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Calf Bag



The Victor Seal—found only on Victor Standard Refrigerating Products—is a guarantee to the user of the maximum degree of refrigeration. Insist upon the Victor Seal. It is an assurance to you by the manufacturer of these Standard products.



AUTO-CLOSE VESTIBULE DOOR



VICTOR TANDARD



OPERATION



VICTOR TRACK DOOR



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DANIELS MANUFACTURING COMPANY

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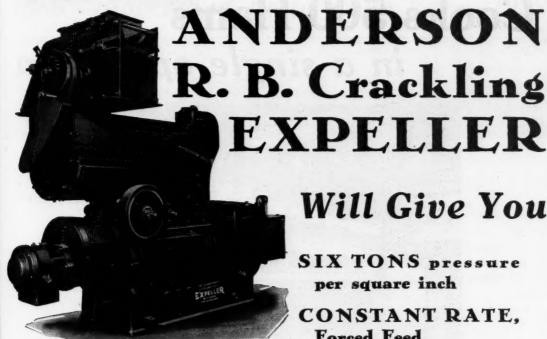


THORSE TOO Come saw wante So Bey

DAMELS MANUFACTURING CORPANY WARREST



The New



Will Give You

SIX TONS pressure per square inch

CONSTANT RATE. Forced Feed

TO INCREASE YOUR YEARLY PROFITS:

Follow the example of many other wide-awake firms in the packing industry—install the big, new Anderson R. B. Crackling Expeller. It's the only pressing equipment on the market that can give you the speed, efficiency and economy that modern competition demands in the dry rendering process.

Write us today describing your plant's pressing needs for our suggestions and our estimate on the savings that you can make.

AUTOMATIC Lubrication

ONE-FOURTH Easier Accessibility

SPECIAL G. E. High Torque Motor

MAGNETIC Metal Removal

REGULATION of Oil in Cake by Amount of Power

PUSH BUTTON Control

THREE TIMES The Strength. yet the same Weight

TIMKEN Roller Bearings Running in Oil

Cleveland, Ohio

THE V. D. ANDERSON COMPANY

1946 West 96th Street

ANDERSON EXPELLER

Cooks 500 Hams in a single operation



The above installation—in the plant of the Trunz Pork Stores, Inc.—is only one of many in large eastern plants. BEJAY is lowering costs in these plants by a tremendous saving in labor. It is also improving quality by automatically maintaining a constant temperature which is permanently recorded.

Hams are lowered into the tank and raised electrically. Water is pump-circulated insuring equal temperatures in all parts of the tank. Cooling is quickly accomplished by cold water flushing. Live or exhaust steam can be used. Operating cost is slight; maintenance cost negligible. Tank need not be filled—any quantity can be cooked at a time with profit.

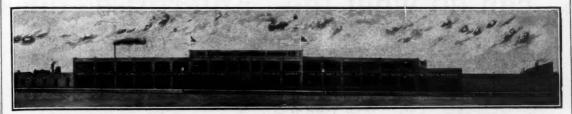
Ten years' use in actual plant operation has proved BEJAY to be a very profitable investment for packers.

Learn more about BEJAY. It is tailor-made to fit YOUR particular requirements. Write today for details.

BEJAY

Blattner Machinery Corporation, 984-88 Grand St., Brooklyn, N. Y.

1886 - Bigger and Better than Ever - 1928



CENTRAL PARKWAY BOULEVARD FRONT

The constant improving of existing Equipment and the development of new "BOSS" Machines makes our continued expansion necessary.

Among our most recent new developments are:

TWO-WAY U HOG DEHAIRERS, turning and cleaning hogs from one side, then reversing them to clean and finish them from the other side.

RAPID UNLOADER which quickly and completely discharges meat from cutter bowl.

TWO-WAY DUMPING MIXER which discharges meat from either side. SET-IN-FLOOR STUFFER makes loading convenient and more rapid.

WORM DRIVE COOKER, using "BOSS" Low Internal Pressure Method (Patented).

NEW CATALOGS: Catalog R-42, showing our "BOSS" Prime Rendering Equipment, and 1928 Fall Supply Catalog covering miscellaneous equipment and supplies are just off the press. Get your copies.



CHICAGO BRANCH 3907-11 S. Halsted Street Union Stock Yards Chicago, Ill.



MAIN OFFICE AND FACTORY
1972-2008 Central Ave., Cincinnati, Ohio

Through years of dependable service, both at home and abroad, we have proved the truthfulness of our slogan

Use the "BOSS" and Save the Loss

Our complete line of "BOSS" Hog Killing, "BOSS" Beef Killing, "BOSS" Sausage Making and "BOSS" Prime Rendering Equipment puts us in best position to serve you.

"If you need a machine, you pay for it if you buy it or not"

The CINCINNATI BUTCHERS' SUPPLY CO.

Chicago, Illinois

Cincinnati, Ohio

No other meat chopper on earth can do what the "Enterprise" does

THE new "Enterprise" Speed - with - Safety Meat Choppers have these great advantages for the packer:

Better quality of cut. With this new cutting principle, the meat comes out cleaner cut, nicer, full of juice, without mashing or mushing. There are no knives to churn around in the compressed meat.

Saving of second cut. A single cut gives the finished product. No precutting is necessary.

Speed. One model, No. 2866, cuts 12,000 to 15,000 pounds per hour, finished product; a smaller size, No. 2856, cuts 5,000 to 6,000 pounds per hour.

Absolute safety to operator. The automatic feed makes it impossible to get hands or arms into machine.

Saving in labor. One man does all the feeding into trough which automatically feeds into hopper, and, because the machine is so fast, he works fewer hours.

Saving in sharpening costs. The new "Enterprise" has no knives or plates, which in other machines require constant resharpening. Instead, it has (A) a perforated cone; (B) an inner cutting cone, and

(C) a feed screw, as shown here, from left to right:



The feed screw carries the meat between small ridges in the cutting cone (A-B), and it is forced out of the holes and cut off by eight revolving ribs in this solid conical cutter.

Saving in cost of new knives and plates. You do away with the expense of buying new knives and plates. The perforated cone and cutting cone give at least one year's daily service. Then we resharpen the perforated cone and replace the cutting cone at nominal cost. Cutters of the new type are still doing perfect work after 10 months' constant use.

Saving time in cleaning. All parts of the new "Enterprise" are readily accessible. Bearings are entirely separate from cylinder group. No oil or grease can reach meat, nor can meat juices reach bearings. En-

tire machine can be flushed out without wetting bearings.

Bone removing device. A turn of a knob gives access to cutting cone, and bones drop into bucket. Unnecessary to remove ring.

Quiet in operation. Flexible coupling on motor shaft takes up wear. Has famous "Enterprise" marine thrust bearing, replaceable as a unit. Combination of marine thrust, roller and ball bearings lessens vibration and lengthens life of chopper.

Low maintenance cost. All steel gears, generated helical cut, high carbon steel roller bearings; all shafts supported on both ends, doing away with need for repairs.

Durability. Long years of service are built into the "Enterprise" Chopper. It could not be made better at any cost.

Tried and proved. Many new model "Enterprise" Choppers are giving a better cut and reducing costs for packers.

You want to know more about these wonderful machines. Mail the coupon.



USE THIS COUPON

THE ENTERPRISE MFG. CO. of PA. Third and Dauphin Streets, Philadelphia.

We want to know more about the "Enterprise" Speedwith-Safety Meat Chopper which has no knife or plate and requires no sharpening. Send facts to

Globe Sanitary Trucks and Packing House Equipment



Charging Cart No. 110: Reinforced nose means added strength to most abused part. Steel or wooden wheels, 1½"



Utility Truck No. 102: The boltless feature makes it particularly desirable. Malleable wheels and caster.



Smoke Stick Truck: Keeps the sticks together. Equipped with noiseless no-cut casters.

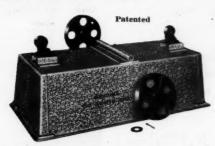


General Purpose Washing Machine No. 302 for a variety of products. Durable, fast and

Efficient — Economical Sanitary

The Globe line is designed for efficiency with economy. And not a trick is missed in designing them for strict sanitation. Years of service are built into every single Globe unit.

The Globe line is complete. We've prepared a booklet crammed full of dividend earning packinghouse equipment. There's one here for you. Send for it today.



SAUSAGE MEAT TRUCK No. 103

NOTE: The reinforcement at the lower corners and the boltless method of securing running gear to body are features embodied in all Globe Trucks. Globe construction as shown eliminates all bolts and rivets from the body proper, making the inside very smooth and a most desirable truck to use.



Sausage Meat Curing Pan Truck No. 104 for chilling and curing summer sausage meat before stuffing. Malleable iron running gear.

Send for catalog and full information



Meat Buggy No. 112: No bolts in body. Removable legs and handles.



General Purpose Truck for transporting heavy loads. Equipped with steel or wooden



Sausage Stick Hanging Truck No. 203: Frame of angle and channel iron, galvanized or plain sanitary notched stick rest. Removable pan,



of black or galvanized steel or monel metal.

The Globe Co.—Chicago

818-26 W. 36th St.

THE

The "Square" Monel Ham Boiler



Complying with popular demand, we have added two sizes of Square Monel Ham Boilers to our present lengthy line.

Deep drawn from a single piece of sheet, they present a fine smooth surface, free from seams and crevices.

The cleaning problem is simplified.

Monel Metal does not affect the meat — resists corrosion — has steel-like strength and toughness.

Because it has these properties Monel Metal Ham Boilers meet both the mechanical and sanitary requirements.

They assist the packer in producing a product that justifies quality reputation.

Also made in two oval sizes, No. 2BA, capacity 10-14 lbs. and No. 3B, capacity 14-18 lbs.



No. 02G—Capacity 9-12 lbs. No. 2-0—Capacity 10-14 lbs.

Remember We Accept Your Old Aluminum Boilers in Trade

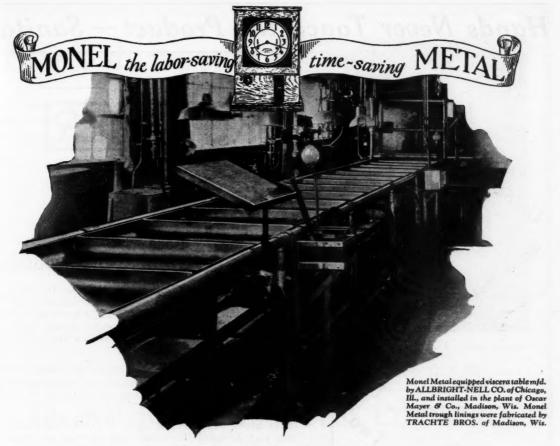
Over a Quarter Million Adelmann Ham Boilers in Daily Use

Samples for Trial on Request

Ham Boiler Corporation

Port Chester, N. Y.

European Representatives: The Brecht Co., 6 Stanley St., Liverpool & 12 Bow Lane, London Canadian Representative: Goold, Shapley & Muir Co., Ltd., Brantford, Ont.



Monel Metal Viscera Tables lower cleaning costs in the Oscar Mayer & Co. Plant

HERE'S the profit in cutting down handling costs only to waste the saving in excessive cleaning labor?

Oscar Mayer & Co. of Madison, Wis., appreciate the economy of easily cleaned equipment. They have installed Monel Metal viscera tables, table tops, knife boxes, and trough linings.

The result is a neat, attractive appearance at all times. Furthermore, only a minimum cleaning effort is required by this equipment. For Monel Metal is easy to clean and keep clean—as thousands of satisfied users will testify.

Monel Metal's general desirability for packing plant use is due to its rare combination of properties—rust-immunity, corrosionresistance, steel-like strength and uncoated surface. In no other available material will you find so many combined advantages.

Talk to your regular equipment manufacturer about Monel Metal for your plant, and next time you order, SPECIFY Monel Metal.

SEND FOR "LIST B" OF MONEL METAL AND NICKEL LITERATURE

Monel Metal is a technically controlled Nickel-Copper alloy of high Nickel content. It is mined, smelted, refined, rolled

MONEL METAL
THE INTERNATIONAL NICKEL COMPANY (INC.) METAL 67 WALL STREET, NEW YORK, N. Y

Hands Never Touch the Product - Sanitary

Unloads Automatically

One Machine Replaces Two



Reduces Production Costs Increases the Yield Improves the Product

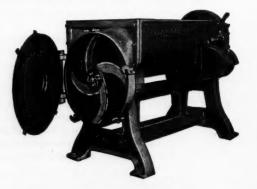
The Genuine KUTMIXER is two machines in one as the name indicates. That alone saves money in invested capital. In addition, it is fully automatic in its operation. It cuts, mixes and even unloads without attention beyond snapping a switch and throwing a lever.

It increases the yield by permitting the product to absorb more moisture from the air and reducing the shrinkage—both while working and after it is put on sale.

If the above were not the case—if the KUTMIXER cost just as much to install and operate as other machines; if it saved nothing over other methods of working—it would still be the best because it tremendously improves the product.

The quality of the product produced by the KUT-MIXER can not be equaled. Its appearance, texture, digestibility and keeping qualities are such that increased sales are bound to result.

Write today for interesting literature



The Hottmann Machine Co. 3325-3343 Allen St., Philadelphia

They Know!

Our users know the tremendous saving and the improved product the Jourdan Process Cooker effects.

This is what one user had to say:

"We saw your ad for months before we investigated the PROCESS COOKER. Now we have one. It surely is wonderful, far more so than we ever expected. Our cooking troubles are now over."

You, too, should know the value of PROCESS COOKING on boiled hams as well as sausage—then you will join the following list of users, large and small packers alike, who have found it most profitable to install



Manufactured under the following Patents by license agreemen

No.	1192802. 1214392. 1214393.												.Jan.	30,	1917
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The JOURDAN PROCESS COOKER

- A Hot Water Cooker

Not a Steam Box

Acme Sausage Co	Chicago, Ill.
Agar Packing Co	
Armour and Company	
Armour and Company	. Kansas City, Mo.
Armour and Company	Milwaukee, Wis.
Armour and Company	
Armour and Company	St. Paul. Minn.
Arnold Bros	Chicago, Ill.
Canton Provision Co	Canton, Ohio
Chicago Sausage Co	Chicago, Ill.
Cicero Sausage Co	Chicago, Ill.
Cudahy Bros. Co	Cudahy, Wis.
Cudahy Bros. Co	Detroit, Mich.
Danahy Packing Co	Buffalo, N. Y.
David Davies, Inc	Columbus, Ohio
Val Decker Packing Co	Piqua, Ohio
Jacob Dold Packing Co	Buffalo, N. Y.
East Tennessee Packing Co	Knoxville, Tenn.
Peter Eckrich & Sons	Ft. Wayne, Ind.
Peter Eckrich & Sons	. Kalamazoo, Mich.
Elkhart Packing Co	Elkhart, Ind.
Emmart Packing Co	Louisville, Ky.
Herman Falter Packing Co	Columbus, Ohio
John J. Felin Co	Philadelphia. Pa.
Fuhrman & Forster Co	Chicago, Ill.
A. C. Hoffmann & Sons	Syracuse, N. Y.
Hoosier Stores Corp	Ft. Wayne, Ind.
Hormel Packing Co	Austin, Minn.
Hughes-Curry Packing Co	Anderson, Ind.
Jourdan Packing Co	Chicago, Ill.
E. Kahn & Sons Co	Cincinnati, Ohio
Kerber Packing Co	Elgin, Ill.

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Mutual Sausage Co
Fred Mutschler Packing Co Decatur, Ind.
Parrott Packing CoFt. Wayne, Ind.
Pearl Sausage CoBoston, Mass.
Peliken BrosChicago, Ill.
Quality Products CoMilwaukee, Wis.
Rath Packing Co
Real Sausage Co
Reimer's Meat ProductsGreen Bay, Wis.
Reimer Milwaukee Co Milwaukee, Wis.
Reliable Packing Co
Ruch Sausage CoPekin, Ill.
Sandusky Packing Co Sandusky, Ohio
Frank Schaaf, Inc
A. F. Schwahn & Sons Co Eau Claire, Wis.
E. Schoene Sausage CoRacine, Wis.
Sugardale Provision Co
Superior Food Products Co
Van Wagenan & Schickhaus Co Newark, N. J.
Vermont Packing Co Bellows Falls, Vt.
Warsaw Sausage Mfg. CoCleveland, Ohio
Wilson & Co
Zweigle Bros

Mfd. by William Jourdan and obtainable only from

Jourdan Process Cooker Co.,814-832 W. 20th St., Chicago





Saves from \$10 to \$20 a day Produces a Superior Product

A saving in labor of from \$10 to \$20 a day in itself adds a tidy sum to net

profits. In addition, the O'Connor Derinding Machine removes every bit of fat from the rind-a further profit. A third profit comes from the fact that a greatly improved product is produced.

Many packers are already making the O'Connor Derinding Machine show a handsome profit on their derinding operations.

You can do the same.

When it is possible to earn such man-sized additional profits from such an everyday operation as derinding it is folly to do otherwise.

Write today for full details and description of this remarkable machine.

Satisfied Users

A. Fink & Sons Otto Stahl, Inc. Adolf Gobel, Inc. Geo. Kern, Inc. Allied Packers, Inc. Louis Meyer Co. Jacob Dold Packing Co. N. Auth Prov. Co.

Wm. H. O'Connor

274 South St., Newark, N. J.

John E. Smith's Sons Company 50 Broadway, Buffalo, N. Y.



Still Another Worcester Installation

The photo shows a part of a recent installation in the New York

plant of Kingan & Co.

The smoke house doors are made from heavy sheet steel and have sturdy malleable iron fittings. The positive acting locks in sure close fitting at both top and bottom. The overhead tracking is the usual Worcester

| Recent Wilson & Recent Wilson & First Nation Atlantic & Armour and A. Fink & H. S. Gold Montreal Termin Hartford I United Sat Foster Bee Albany Pa Handschur long-lasting, well-designed equip-

Recent Installations

Wilson & Co., Inc.
First National Stores, Inc.
Atlantic & Pacific Tea Co.
Armour and Company
A. Fink & Sons
H. S. Golde Packing Co.
Montreal Rail & Water
Terminal
Hartford Beef Co.
United Sausage Co.
Foster Beef Co.
Albany Packing Co.
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Progressive packers and sausage manufacturers everywhere are

calling on Worcester for this type of installation. They know they can depend on prompt, efficient workmanship and that the job will be RIGHT when completed. It is this quality workmanship and service that have been Worcester's star sales-

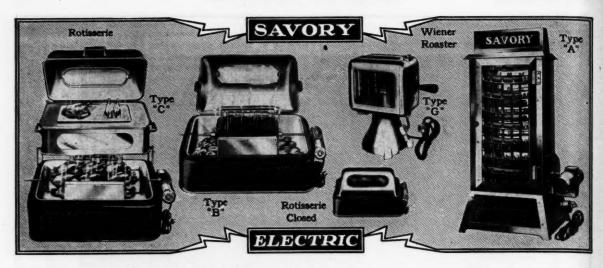
men. Tell us about your problems—we'll cooperate.

WORCESTER TRAM RAIL CO.

BOSTON, MASS. 9-10 T WHARF

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MONTREAL, CAN. 120 PRINCE ST. NEW YORK CITY 85 WALKER ST.



They Help You Sell

more Wieners and Roasting Meats

THERE is one sure way to sell more of your products—and that is to help the man who buys them from you to sell more of them. If your line includes Wieners, Hams, Broilers or Roasting Meats, you can find no better sales help than

-ELECTRIC Specialty Cookers

The great advertising value of electric counter cookery, its obvious and sanitary cleanliness, and

the wonderful flavor that it gives to meats-all help undeniably to sell more goods, as hundreds of meat packers have already discovered. Restaurants, lunch rooms, barbecues and delica-

Type "A" Wiener Roaster-a wonderful booster of "Red Hot" sales. Entirely selfcontained and self-advertising. Wieners are carried by electric conveyor around the heating elements—movement, color, light— all eye catchers. Sanitary cooking behind glass, plus the delicious genuine roasted flavor, makes an immediate hit with the public. Occupies space only 14"x15". Works from any electric service outlet. Thousands now in use.

Type "G" Wiener Roaster-the busiest little "Red Hot" salesman ever invented. A perfect fountain accessory. Strictly portable; set on counter anywhere. Size only 61/2"x 9"x13½". No odor, smoke or grease. Gives wieners the genuine roasted flavor. Broils five at a time.

Rotisserie-a complete barbecue, roasting by electricity under glass. No skill needed to operate. Set anywhere in window or on counter; occupies space only 17"x24". Handles 20 lb. single roast or several smaller roasts or broilers. Gives meat delicious flavor. No fire tending, smoke or odor. Two styles: Type "C" with combination warming oven and serving tray, and Type "B" with roasting chamber only. Saves work and makes sales for delicatessens, lunch counters and restaurants.

tessens quickly appreciate the value of SAVORY ELECTRIC Specialty Cookers. Stores and soda fountains which never before would handle Red Hots or Barbecue Sandwiches are eager to go in for them when they find they can cook the easy, odorless, greaseless electric way. Ask us to tell you about the tested sales plans which many packers have used to build up their business with the help of SAVORY ELECTRIC Cookers.

SAVORY INC.

Dept. H.M.

90 Alabama St.

Buffalo, N.Y.

Owned and Managed by The Republic Metalware Co., Makers of Quality Cooking Equipment for 90 Years

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THE SPECIALTY MANUFACTURERS' SALES CO.

Represented by Chas. W. Dieckmann
MAIN OFFICE, 2021 GRACE ST., CHICAGO

All Kinds of Packinghouse Machinery
Specialists in Sausage Kitchen Equipment

Expert Advice and Suggestions No Charge—No Obligation

Packers everywhere call upon us for information and advice as to the machinery and equipment best adapted to their particular needs. They find that by coming to headquarters for guidance they secure the best results. Perhaps we can help you. Call on us!

Repair Parts on Short Notice

We are prepared to ship repair parts for all makes of Grinders, Silent Cutters or any other Machinery on short notice. Try us. Your needs will be filled promptly.



Grinder Blades, Plates and Knives

We carry the largest and most complete stock of all different makes and styles of Grinder Plates and Knives. We can furnish Plates with holes in sizes from 1/16 to 2½ inches.

The Famous O. K. Reversible Angle Hole Plates
The Superior No. 6 Reversible or Straight Hole Plates

Imported German Tool Steel Plates (Hub and plates in one piece, eliminating danger of Hub Loosening)

O. K. Knives with Changeable Blades Solid Steel Knives—Domestic and Imported

Imported German Tool Steel Silent Cutters and Knives

Send for price list and circular giving full description and valuable instruction as to how to operate and maintain the most important and the most abused and neglected machine in the sausage manufacturing industry—the grinder.



OUR VOLUME — vs — PRICES

Sure proof of this is the satisfactory serving of two thousand markets in the greater metropolitan district

Highest prices paid for shop fat, suet, bones, skins, etc.

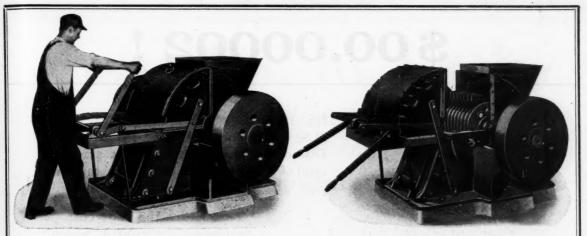
Country Shipments Solicited Prompt Service

THEOBALD ANIMAL BY-PRODUCTS REFINERY

Kearny, New Jersey

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A melter's best friend is a satisfied customer



The "Mogul" E. Z. Open Crusher and Hasher

Open View

A Better Crusher or Grinder for Every By-Product Purpose

For Carcasses, Green Bones, Entrails. The E. Z. Open Mogul represents the greatest advance in equipment for preparing dry rendering material—for crushing and hashing carcasses, entrails and green bones to proper size for maximum grease extraction without the use of excessive heat in the melter. The sharp edges of its patented axe and chisel type hammers crush and hash with less power while steam or electric heating elements prevent clogging of greasy materials. Ease of cleaning and adjustment is assured by the E. Z. Open feature. Seven sizes for direct motor or belt delices.

For Cracklings, Tankage, Etc. Its wide use is the most convincing evidence of the success of the "825" for grinding tankage, cracklings and expeller cake. Its patented chisel edge hammers reduce the material until fine enough to pass through the perforated metal screen. No auxiliary screen is required. Fourteen sizes. Capacities 500 lbs. to 6 tons per hour. All ball bearing operation. Direct motor drive if desired.

Williams Patent Crusher & Pulverizer Co. 2708 North 9th St. St. Louis, Mo.

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Wilson & Co., Chicago (6 Machines)
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Cudahy Packing Co., Los Angeles
American Packing Co., St. Louis
And several hundred other successful packers



The "825" for Cracklings



Original

After

work on 50,234 animals still on the job!

shape

\$00.00002!

Mr. Bryenton of New Zealand paid about \$1.50 for the knife—Wilson's Peppercorn and Diamond Brand—with which he skinned a total of 50,234 sheep, lambs, calves, cattle and pigs.

That means the knife cost, per a n i m a l, amounted to only \$00.00002! And as he says "...
. . . it is still good for a few hundred more."

This is only one of many voluntary letters we receive from enthusiastic users of Wilson's knives. They all testify to the amazing length of time Wilson's knives remain in service.

Figure the cost on any basis you choose—you will find the Wilson line of Knives and Steels the most economical. That is why we can say without fear of contradiction:

A Wilson Knife will go on doing its work efficiently and economically long after the price is forgotten.

Write today for catalog

For best results use Wilson Steels with Wilson Knives

H. Boker & Co., Inc.

Sole Agents

103 Duane Street, New York City
John Wilson, Ltd., Sycamore St., SHEFFIELD, England

You Are in Luck

if your Plant is located Outside of the Shaded Area



Because then you are not too late to join the NoJax family—Write today!

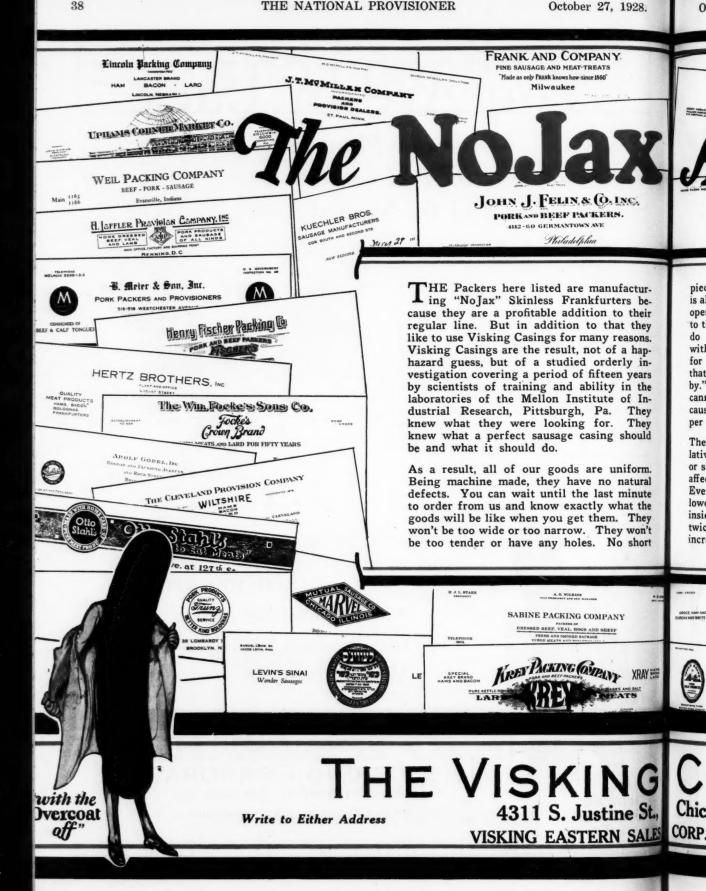


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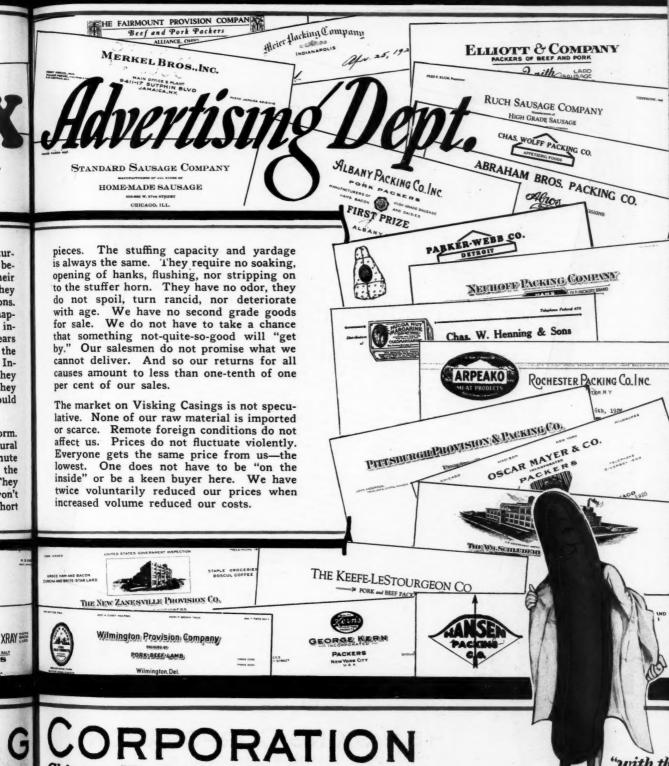
VISKING EASTERN SALES CORP.

BENNING, D. C.



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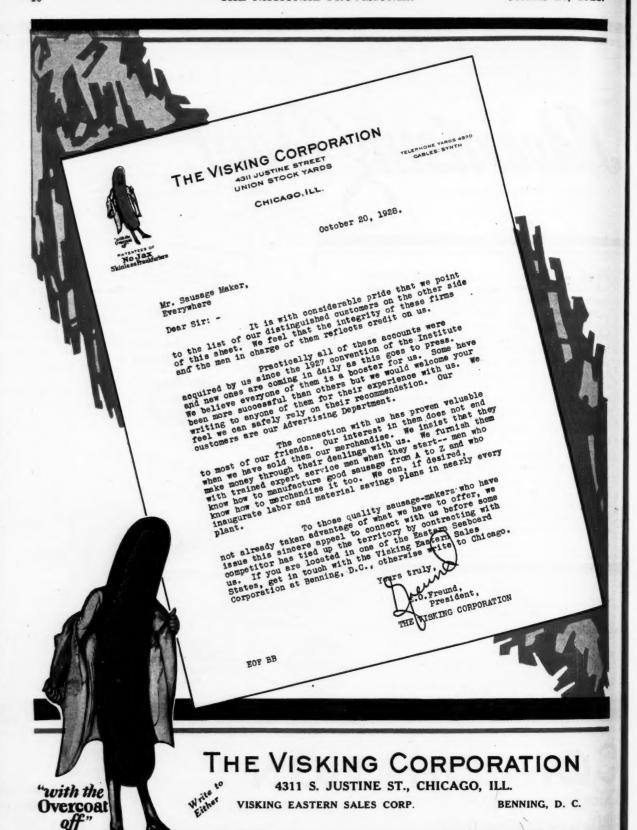
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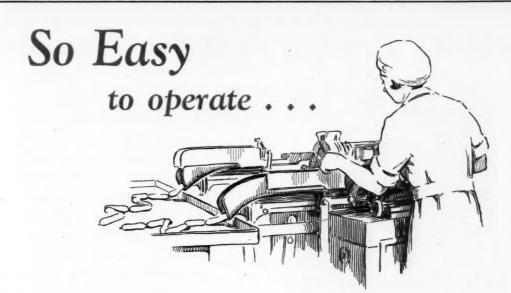
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CARTHAGE AUTOMATIC LINKER

No Other Machine Like It—Entirely Automatic

AT last, an automatic linker that can be operated by unskilled labor. A boy or girl can do it. Yet it is so efficient that it does away with expensive hand methods, making it possible for you to reduce your manufacturing costs and at the same time speed up your production.

You can turn out small special orders easily and quickly by using this Carthage Linker because just a turn of the knob at the top of the "Carthage" instantly adjusts the links to any size from 4 to 7 inches in length.

Other important features include an automatic adjustment to handle casings of different diameters—a visible casing during the entire linking operation—positive automatic feed—full control of the first link—perfectly sanitary—easily cleaned—electrically operated by ½ h. p. motor.

The Carthage Linker is not an experiment. It has been thoroughly tried out and proved to be right.

Write us for complete information and prices. You should see this machine operate before you can appreciate it.

CARTHAGE MACHINE COMPANY

Established in 1894

Carthage, N.Y. Belleville, Ont., Can.

The Carthage Linker is made in both single and duplex models. Illustration shows the duplex machine.



America's Leading Hasher and Shredder

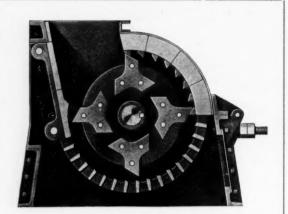


Illustration showing our Special Rigid Hammer Hasher in connection with carcasses and all around shredding purposes.

The Shredding of bone and carcasses is very essential. A good size Shredder will do the work in a few hours and the GRUENDLER Roller bearing shredder and hasher does this work quickly, easily and of the most uniform size, taking shorter time for operation, thereby giving a good effect upon the color of rendered products, as well as the free fatty acids.

America's Leading Shredders, Hashers, and Pulverizers are manufactured by Gruendler

Unless you are now using the new GRUENDLER Hasher, you are not getting the most uniform product and the highest yield, nor the greatest profits that can be obtained from your rendering plant. When installing a Rendering system, specify the GRUENDLER Heavy Duty Hasher and Shredder and you will get the best from actual tests. Our Hashers can be used in both dry and steam rendering.

Our Engineering Department will gladly assist any one interested in a Rendering Plant for the grinding of any materials in Packing Houses, giving valuable information and most practical and best processes to use.

Write us for further particulars

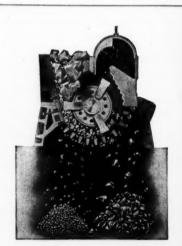


Illustration of the GRUENDLER Swing Hammer Mill for the grinding of cracklings, cakes, either direct from the expeller or press, reducing same into uniform meal.

Gruendler Patent Crusher & Pulverizer Co.

Saint Louis, Missouri

SETTING THE STANDARDS

THE value of equipment is determined by results obtained—not by the original cost. Results are measured by the factors of satisfactory performance, cost of operation, durability and dependability—and all these are judged by comparison with competitive machines.

In designing ANCO equipment we have always made it our purpose to produce machinery of the highest type, keeping in mind the vital factors of satisfactory performance, cost of operation, durability and dependability. We want our machinery to set the standards of Packing House Equipment.

When you are considering buying additional equipment for your plant come to the "Headquarters for Packing House Equipment." Our years of experience and the services of our entire executive personnel are at your service.



THE ALLBRIGHT-NELL CO.

5323 S. Western Boulevard. Chicago, Ill.

Eastern Office 117 Liberty Street New York, N. Y. Western Office 1731 W. 43rd Place Los Angeles, Calif.

Headquarters for Packing House Equipment

SINCE 1858, THE WORLD'S LARGEST MAKERS OF QUALITY BAGS



A Serviceable Uniform for Sausage

Bemis Parchment Lined Sausage Bags cover sausage to perfection —and increase its saleability.

They preserve the sausage against time, atmosphere, dust, and insects.

And they make a most attractive package! The house-wife knows she is getting pure sausage, and she buys the next time by brand—YOUR BRAND, which is attractively printed in colors right on the fabric.

Write for samples and prices.

Use Bemis Meat Bags and Covers for

Bacon Ham
Bologna Cervelat
Pork Sausage Minced Ham
Liver Sausage
Summer Sausage
Luncheon Meat
Sandwich Meat

—and many others including covers and bags for fertilizer, tankage, ground bone, meat meal, soda, soap chips, and all related packers' products; also packers' cheese cloth, and truck

MR406

BEMIS BRO. BAG CO.

Specialty Department



420 Poplar St., St. Louis, Mo. 51st St. & 2nd Ave., Brooklyn, N.Y.



Dubuque Steel Products Co.

SHEET METAL DEPT.

10.

Dubuque, Iowa

KRETSCHMER MFG. CO.

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Schluderberg-Kurdle Co.

The Country's Leaders are included in this list of users:

Wm. F. Schonland Sons Manchester, N. H. Manchester, N. H.
Kellner Bros.
Perth Amboy, N. J.
Blumenstock & Reid
Co., Cleveland, Ohio
Neuhoff Facking Co.
Nashville, Tenn.
Otto Stahl, Inc.
New York City
Adolf Gobel, Inc.
Brocklyn, N. Y.
Kingan & Company
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Kingan & Company Kingan & Company Pittsburgh, Pa. Wm. George Ballietsville, Pa. Ballictsville, Paotto Koenig & Son
Newark, N. J.
J. Branfman & Son
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Pure Meast Products
Co., Newark, N. J.
Standard Provision Co.
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Knauss Bros. Co.
Poughkeepsie, N. Y.
A. Schwab Company
New Haven, Conn.
E. W. Martin
Lancaster, Pa. John Ververka
Johnstown, Pa.
H. Pfeiffer & Sons
Newark, N. J.
Gutheinz Market

Gutheinz Market
Scranton, Pa.
Boston Sausage &
Provision Co.
Boston, Boston, Mass.
Strohmeier Prov. Co.,
Inc., Hobken, N. J.
The H. Falter Packing
Co., Columbus, O.
Oswald & Hess Co.
Pittsburgh, Pa.
Pittsburgh Beef &
Prov. Co.
Fittsburgh, Pa.
S. Spungin

Pittaburgh, Pa.
S. Spungin
M. S. Spungin
J. Kurdle Co.,
Baltimore, Md.
Shenandoah, Abattoir
Co., Shenandoah, Pa.
C. Hohman & Co.
Baltimore, Md.
Colonial Frovision Co.
Gaiter's, Ltd.
Edmonton, Canada
Becker Bros. Co.
Newport, Ky.

And in addition, one of the country's largest packers is using 11 Perfection Cutters. (Name on request)

THE PERFEC-TION CUTTER will

Save you money Improve your product Better your yield BALTIMORE, MD. place their order for a

After a thorough investigation of our claims for the New Perfection Cutter, this company placed an order for a 700 lb. machine.

Their investigation was made by noting and observing the machine in actual operation in such large plants as

Otto Stahl, Inc., New York

Adolf Gobel, Inc. Brooklyn, N. Y.

J. J. Felin & Co., Philadelphia, Pa.

Kingan & Co., Philadelphia, Pa.

The fact that this company, acknowledged to be one of the country's most successful packers, placed their order, should convince you that the Perfection Cutter stands above any other on the market.

We refer you to the list of users, as shown on the outside column, for their opinions of this remarkable machine. Write Information

R. T. RANDALL & CO. 331-33 N. SECOND ST., PHILADELPHIA and Prices

28.

700

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Write

Prices

SAN-A-WAY



Superior Flavor Creates Re-sales

WAY makes two sales where one

was made before.

The Red Hot starts roasting at the top and hence it is self-basting in its own juice. Gives it a distinctive flavor impossible to secure by any other method. Makes 'em tender, too. Tastier and healthier than frying or boiling. Brings customers back for more—and more.

The spindles are rotated around the heating unit by a simple and foolproof spring motor. The motor winds itself as the operator revolves the spindle table opposite the door to remove the weiners. The machine can be regulated to roast weiners as slow or fast as customers demand them. Once the 16 spindles are loaded, production is automatic—as the roasted weiner is removed, the spindle is reloaded. The roasting time is controlled by using every other spindle or by electric switch on machine which gives you a fast, a slow or a holding heat. Sizes 22" at base, 25" high. Plug in at any electric service socket and the machine is ready.

Entire machine can be dis-assembled by removing two wing bolts in warming oven—spindles can be lifted out for washing. The SAN-A-WAY Roaster is constructed throughout of the best materials. Guaranteed to give years of satisfactory service.

Run Away from Competition

Once you place a SAN-A-WAY in a dealer's hands competition ceases. You're effectively advertising the dealer, yourself and your product. You're increasing your business in such a fashion that it can never be taken away from you.

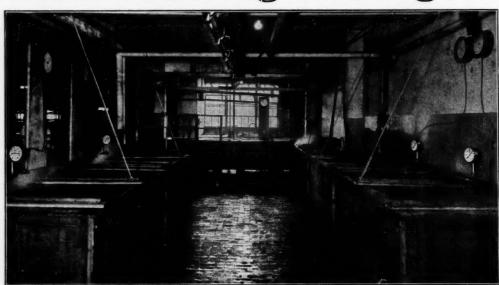
Just what Packers have been seeking for years . . . here it is!

Write TODAY for Full Details

SAN-A-WAY SALES, Inc., 1400 Niagara St., Buffalo, N. Y.

Oct

When Cooking Sausage—



George Kern, Inc., New York City, know the value of American Dial Thermometers and Recording Thermometers on Sausage Cooking Tanks

When cooking sausage, you know that the proper temperature should be 165° to 170° F. And you know that any lower temperature will result in a raw product, and higher temperatures will burst the sausage.

But do you know if the correct temperature is maintained? Do you have a check on it?

Automatic Temperature Control with American Instruments will insure a perfect product and save money by eliminating losses. Control your temperatures and keep a record of them.

American Dial Thermometer Write for catalog G-49

American Recording Thermometer Write for catalog H-49



AMERICANINSTRUMENTS

SINCE 1851



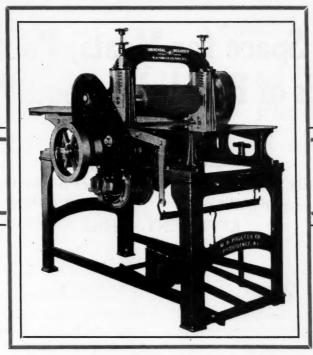
CONSOLIDATED ASHCROFT HANCOCK CO. INC. AMERICAN SCHAEFFER & BUDENBERG DIVISION

338 Berry Street Brooklyn. N.Y.

Branches in Principal Cities

THE

UNIVERSAL DERINDER



Lower operating costs and faster production are essential factors in increasing profits.

The Universal Bacon Derinder will lower your operating costs and speed up your production because it is fast, economical and efficient.

It will be our pleasure to send you a circular.

W. H. PRUEFER CO.

128 N. Main St.

Providence, R. I.

Merchants Refrigerating Company

NEW YORK

JERSEY CITY

NEWARK

Storage Space for Meats, Poultry and All Kinds of Perishable Food Products

MODERN WAREHOUSES

Ideally located for the convenience of the trade
FINANCIAL responsibility PROPER temperatures

EFFICIENT service

New York

10th Avenue and 17th Street. On tracks of N. Y. C. R. R. Co. West Washington Market District.

Downtown Warehouses in the Heart of the Produce Market.

Jersey City

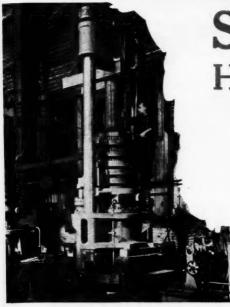
Warren & First Streets. On tracks of Penna. R. R. Co. Switching connections with all freight lines.

Newark

Avenue C and Vanderpool St. On track of the Penna. R. R. Co., with connections all freight lines via Penna. R. R.

Main Office
17 VARICK STREET, NEW YORK

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Curb Presses under construction in the

SOUTHWARK

Hydraulic Curb Presses

Designed and Built by SKILLED ENGINEERS

used in the

Largest and Best Known Plants

Established 1836

A Few of the Users of Southwark Curb Presses

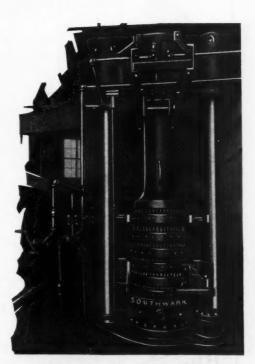
Akron Soap Company Allbright-Nell Company Berg Company, Inc. Bronx Rendering Company Central Abattoir Company City Rendering Company, Montreal, Can. Consolidated Dressed Beef Co. Consolidated By-Product Co. Columbus Rendering Company Cuyahoga Soap Company Darling & Company L. B. Darling Fertilizer Works Hinkley Rendering Company Hoopes Electric Chemical Co. Independent Manufacturing Co. Koblenzer Brothers Kaufman Packing Company

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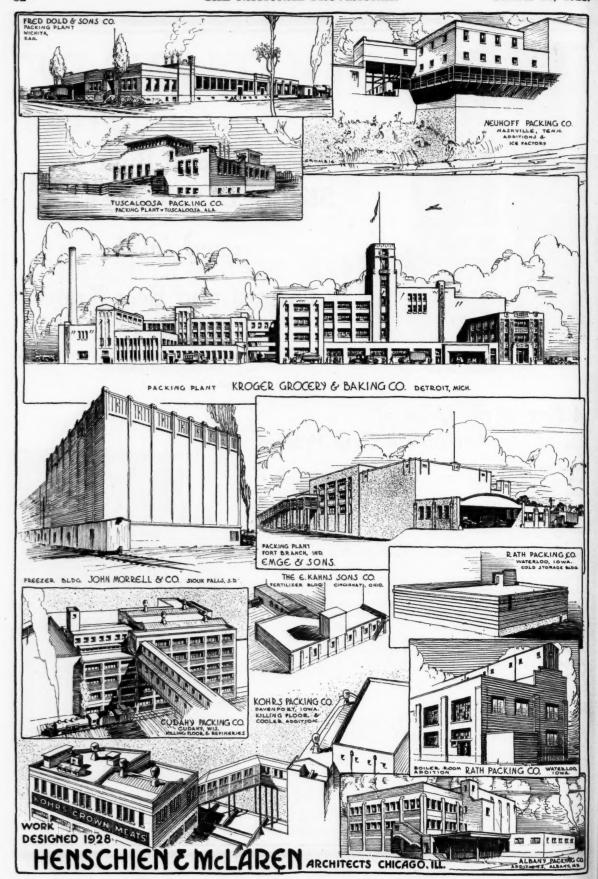


400 WASHINGTON AVENUE PHILADELPHIA, PA.

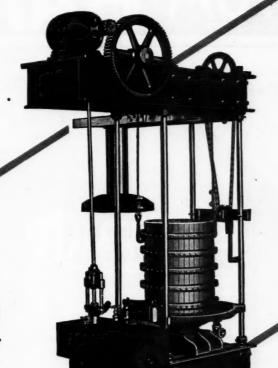
AKRON, O. 100 E. SOUTH ST. CHICAGO, ILL. 343 S. DEARBORN ST.



An 1,130-ton Curb Press at the Kaufman Packing Co., Baltimore, Md.



Efficient!



Hydraulic

Press Supplies

. . Racks

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Packings

GOSHEN HYDRAULIC PRESSES for

Lard

Tallow

Tankage

Sheepskins

Leather

Economical!

Thomas-Albright Co.

GOSHEN, INDIANA



Hams for Boiling!

Top Quality . . . Always!

CUSTOM Quality starts with the live hog. Only the very finest are selected—and even these must be of exactly the type, weight and quality which produce the best hams for boiling.

The same exacting care is practiced throughout the processing; in fact, throughout the entire Brennan plant . . . even to shipping, in new, clean, double-headed containers.

Brennan SPECIALIZES in HAMS FOR BOILING.

Since they neither boil nor smoke them they are not your competitors on the finished product.

You can depend upon an adequate, year-around supply of uniform high-quality hams from Brennan.

Produced to build your reputation for quality boiled hams—and thus build YOUR business.

WRITE TODAY

BRENNAN PACKING CO.

U.S. Yards

Chicago, Ill.

928.

This Trade Mark on Dried Beef is Your Guarantee of "MANASTER'S" Quality



WHEN you order MANASTER'S Dried Beef you are absolutely certain of getting finest uniform quality—always. For it is prepared under personal supervision, according to an exclusive process. You'll get quick, efficient service on the largest or smallest of orders. And you are assured of the kind of sincere, friendly co-operation that means so much to your business and profits.

The Meats in Which We Specialize—

DRIED BEEF

Insides — Outsides and Knuckles

also

Beef Sausage Material and Selected Beef Cuts

Harry Manaster & Brother

1018-32 W. 37th Street

III.

-:-

CHICAGO, U.S. A.



FOR 37 YEARS





TRADE MARK QUALITY

ADOLF GOBEL, Inc.

Flushing & Morgan Aves. Brooklyn, N.Y.





THE BRAND THAT Makes and Holds Friends

Geo. Kern, Inc.

11TH Ave. and 40TH St. New York, N.Y.

WILSON'S RED W BRAND

Gelatine

UNIFORM CLARITY - COLOR - JELLY STRENGTH

MEAT SPECIALTY MANUFACTURERS and other users of Gelatine realize that these prime factors are essential in Gelatine, in order to secure the very best results; that is why more and more of them are using WILSON'S RED W BRAND GELATINE . . . They KNOW its absolute and uniform dependability and high quality.

Our source of supply insures Gelatine of the very highest quality at all times, as we manufacture our Gelatine from raw material from our own stock... It is ready to use by the addition of water at about 150 degrees F. when it goes into solution.

Samples and Working Formulas Upon Request

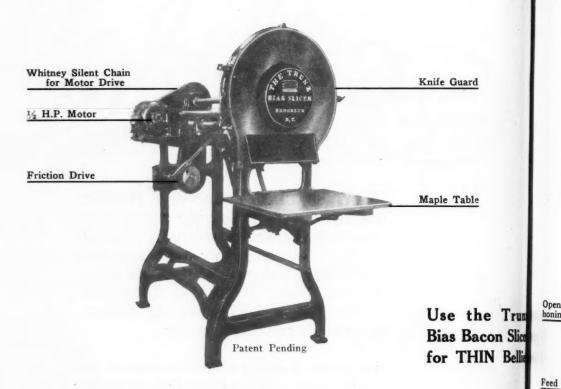
GELATINE DEPT.



Trunz

BIAS

41% Increasin



The main knife shaft bearings are Timken Roller, and provisions have been made for the take-up of wear. Also, the knife can be adjusted. There are three gears which drive the screw feed mechanism that will give three different thicknesses in sliced meats. This is done by shifting gears in this box. There is also an intermediate gear which can be changed for the various thicknesses of meats, as required. All other bearings are bronze lined.

The machine can be changed from 90 degrees to 45 degrees while it is in operation while feeding, if so desired. This is an appealing feature because the machine can be changed to suit the various thicknesses of meats that are cut.

Write for Further Information

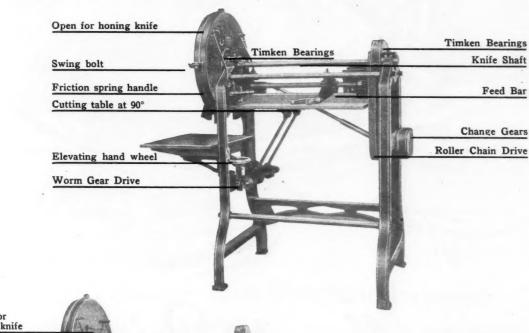
MAX TRUNZ

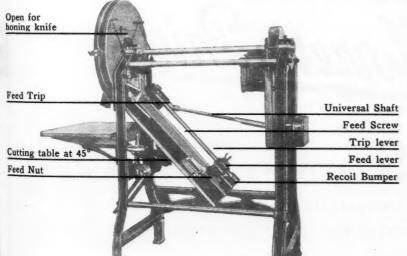
25 Lombartree

Cuttin

Bacon Slicer

asn Your Slices!





Specifications

Weight of machine: approximately 1,000 lbs.

Floor space: 68x30x70" high.

Motor: 1/2 H.P. A.C. or D.C. as required.

Drive: Whitney Silent Chain.

There is also a friction drive in case of any undue strain of feed screw.

To get best results with the Trunz Bias Slicer, use only bacon that has been derinded and frozen.

bartreet

on Slice

N Belli

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n be

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Brooklyn, New York

QUALITY PARAMOUNT FOR MORE THAN 100 YEARS



Morrell's Pride

HAMS - - - BACON

Famed for excellence in this and other countries for many generations

JOHN MORRELL & Co.

"Since 1827"

General Offices

OTTUMWA, IOWA

28.

A



The Golden Key to Greater Profits— More Volume—Less Overhead Expense

A FULL line of meat products, standardized on the supreme basis of our superior mild cure, fresh cured, to meet the requirements of your particular trade. The delectable cure, sweet as a nut with the flavor of your good old

Curing and Inspection

hickory smoke, that builds and holds trade.

An inspection service by men who have made the handling and curing of meats their life work insures your receiving a good, uniform selection of products purchased.

The rapidly growing demand for our cold storage and custom curing service has made necessary an addition to our plant. We now have room for you.

Why not accept our offer? Buy the cuts you require when prices are favorable in this greatest of world's markets and let us store and cure for you as needed. Write us of your plans—we will cooperate.

United States Old Storage & Ice O.

Chicago, Illinois

1885

Exclusive Buyers



1928

of Live Stock

Satisfactory Service

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KENNETT-MURRAY

Live Stock Buying Organization

An Unusual Organization Offering to the Industry Exceptional Service in Buying and Assembling Live Stock to Supply Every Demand of the Trade Offices Are Maintained at the Principal Markets. These Are in Charge of Experienced Men Trained in Those Exacting Requirements Found Only in the KENNETT-MURRAY SERVICE

Through Service We Grow

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CATTLE - CALVES - HOGS - PIGS - SHEEP

LAMBS

Sausage Casings of Uniform High Quality

You can depend on the quality of the Brecht product at all times. Quality is one of the factors that have helped build this organization which is now world wide with representation at all sources of supply.

This insures customers of an ample stock to draw upon. But in meeting your requirements we like to do so with courtesy and promptness.

So then, order your casings from Brecht with the assurance that nothing will be left undone to please you.

St. Louis, Buenos Aires, Sydney, Hamburg

The Brecht Corporation

174 PEARL ST., NEW YORK

MBS

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WHY?

- —when you see 'em shoot off the tube, solid, fast and pretty
- —and the linkers twirl away merrily with a cheerful grin—
- —when your customers buy more from you and less from the other fellow because you give them just the size they want in a nice smooth frankfurt
- —and the cost sheet every week shows that such CASINGS don't cost any more after all—
- —then you see why
 we call our SELECTED SHEEP CASINGS

"The skins you love to stuff"

AND HOW!

EARLY & MOOR, Inc., 139 Blackstone St. Boston, Mass.









A. H. FREEMAN

E. L. GRIFFITH

C. L. GRIFFITH

F. W. GRIFFITH

Hams can be cured with Prague Salt in America and canned the same way as in Europe

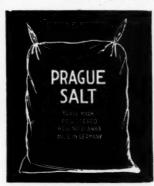
Facts

About Processing

Europe has advanced far in perfecting c anned meat processes. The short-time cure is universally used. We are direct Importers of genuine Prague Salt and can supply you on request. You can cure better with Prague Salt.



M. C. PHILLIPS





Genuine Prague Hams Cured the Prague Way in Europe

THE GRIFFITH LABORATORIES
4103 S. LaSalle St. Chicago, Ill.

Information

These men can tell you how to cure PRAGUE HAMS

You can use our Dry Cure method or Sweet Pickle method. Hams may be canned cold (after drying) or hot direct from the smoke. We advise a cure that is reasonable—a cure that is natural—fast enough to set the bloom while the meat is young, yet slow enough for safety.



W. E. ANDERSON

Stockinette Bags of all Kinds from the Smallest to the Largest

For 15 years O'Lena has stuck to its Knitting. For many years it has been serving Packers with Stockinette Meat Bags of all kinds and descriptions. Certainly it has the physical equipment, organization and background of experience to serve you well today.

In dealing with O'Lena you'll find that promptness and willingness to oblige are everyday habits. You'll find a knowledge of your business which permits of constructive criticism and suggestion whenever requested.

If you are already doing business with O'Lena these facts are not new to you. If not, it will pay you to let O'Lena fill your Stockinette needs and see for yourself. Write today.

Established 1903



STOCKINETTE HAM BAG

Beef Bags

Pork Bags

Lamb Bags

Bacon Bags

Veal Bags

Pig Bags

Tubing

Cattle Wipe

OUR SPECIALTY FRANK BAGS

Plain or Colored Stripes

O'LENA

KNITTING MILLS, INC.

1464 FLUSHING AVENUE - BROOKLYN, NEW YORK - PHONE STAGG 0938

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Case Study

of

GREAT SAVINGS

with



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Plant "X" - 30 Tons of Sausage Weekly

 Saving on Seasoning Cost
 \$60.00

 " " Labor
 20.00

 " " Waste
 8.50

 " " Storage Space
 Not Figured

 Total Weekly Saving
 \$88.50

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Plus a Better Colored, More Uniform, Superior Product

Generous Free Sample

Tell us what you want to season. We'll send you a free sample, gladly. See for yourself what this wonderful product

Liqua Spice

330 S. Franklin St., Chicago, Ill.

HPS.

Reverse English

YOU send US a Sample

Nearly all ads you read ask permission to send you a sample. Here's one that asks you to send one—of the wrapping paper you're using. Good reasons, too.

First—there may be a better grade for the purpose. If so we'll gladly give you the benefit of advice coming from our 25 years' experience at specializing in the manufacture of oiled and waxed papers for packers.

Second—grade for grade we can save you money, and lots of it. Here you act as your own salesman and buy direct from the manufacturer. You must save money in ordering from H. P. S.

Go ahead, send us that sample and tell us the purpose for which it is used. Do it now. Remember no salesman will call on you. You and you alone will be the judge.

H. P. Smith Paper Company

1130-38 West 37th Street, Chicago



Consumers buy meat products in attractive packages—





The Package That Sells Its Contents

Merchandising packages secure customer acceptance—build good-will—create repeat orders—produce profits—

May we explain to your executives how important a part the package plays in present day merchandising of meat products.



The Package That Sells Its Contents

SIZES-ONE OUNCE TO TEN POUNDS



Mono Service O.

A COMPLETE Service never before offered to packers

= SUPERIOR =

ARCHITECTURAL WORK AND ENGINEERING

- 1 Packinghouse Construction and Equipment
- 2 Cold Storage
- 3 Power Plant Engineering
- 4 Refrigeration
 - a Quick Chill Brine Spray Systems
 - b Car Icing and Precooling Plants
 - c Ice Manufacturing Plants
- 5 Air Conditioning
 - a Summer Sausage Drying
 - **b** Humidity Control
 - c Air Cooling of Buildings



This joining of forces—Bloom and Kamrath—brings together backgrounds of experience and training in every phase of packinghouse architectural work and engineering.

It means that you can deal with a firm whose personnel includes experts in every branch of engineering relating to the meat packing and cold storage industries.



Chas. F. Kamrath

S. C. Bloom

Bloom and Kamrath, Inc.

330 So. Dearborn St., Chicago

THE CASING HOUSE THE CASING HOUSE Hog - Beef - Sheep CASINGS BERTH. LEVI & Co. Inc. ESTABLISHED 1882 NEW YORK BUINOS AIRES HAMBURG WELLINGTON



ighlights of siness his

THE province of New Jersey, a "country almost as large as England and belonging to the late George Carteret," is offered for sale, April 16, 1681, for \$25,000.

That, of course, was before the time of Newark, Jersey City, Trenton, etc.

On April 22, 1794, a small group of miners in the Allegheny Mountains succeeded in incorporating their borough. They called it Pittsburgh.

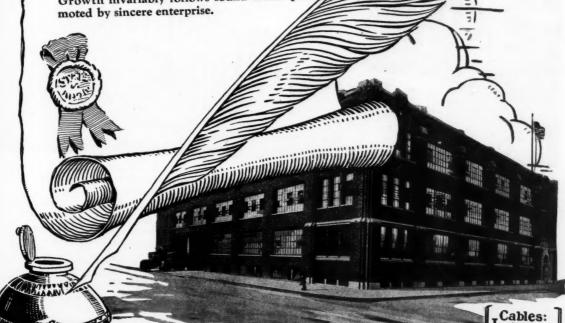
Station KDKA, U.S. Steel, The Mellon National Bank all came later, as you know.

Wouldn't it be interesting to estimate the billions that New Jersey is worth today and compare it with the \$25,000 price of its early history? Or suppose it were possible to buy Pittsburgh from those early miners at their own price and sell it for just the present day real estate value.

Growth invariably follows sound values pro-

Growth .

The steady, consistent growth of Independent we believe and hopeindicates fundamentally sound values and a sincere, enterprising organization.



ndependent (åsing Chicago, USA, 1335-41 W. 47th St. A Hamburg, Germany, Hammerbrookstr, 63-67

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Supplying the chemical needs of the Provision Industry



LOOK to Dow for your Chemical requirements. Insure against trouble from excessive corrosion and costly repairs and inefficiencies by specifying Dow straight Calcium Chloride as the basis of your brine. No other refrigerating agent is better suited to large capacity brine systems—none is so favorably known for its reliable quality.

Dow Sodium Sulphide, Salt, and Epsom

Salt Technical have wide reputation for purity and uniformity.

Dow products for the Packing and Provision industries are quickly available from warehouse stocks carried by the leading dealers in principal centers.

THE DOW CHEMICAL COMPANY MIDLAND, MICH.

90 West Street New York City Second and Madison Sts. . . . Saint Louis

DOW

Let us quote on your requirements of Sodium Sulphide Solid and Flake 60-62% · Salt Sodium Sulphide Crystals 30-33% · Epsom Salt Technical Straight Calcium Chloride 73-75% Solid, 77-80% Flake



CHEMICALS



You Must Have Both!

One moment you want a tight, unbroken wall. A moment later you want an unobstructed passageway through that same wall. Jamison Doors are the result of a scientific combination of these two opposed needs. INSULATION practically equal to the wall itself. OPERATION that is certain, speedy and dependable,

even under abuse, because of Jamison oversize hardware and heavy construction.

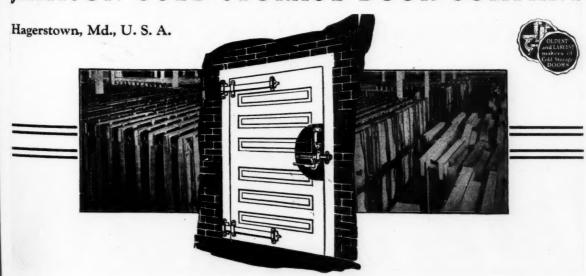
For every wall opening there is a Jamison product designed for the utmost efficiency, open or closed. Our catalog will help you to make your plant more efficient. Your letterhead will bring one by return mail.

THOUSANDS of DOORS READY to SHIP-ALL CRATED in OUR STOCK HOUSE

Maybe you have had that all-too-common experience of realizing suddenly that you had to buy cold storage doors quickly, for replacement, alterations or new construction. Next time, keep in mind that our stock-house holds thousands of doors of the sizes and specifications most used,

ready for shipment on a moment's notice. Storage makes quantity production possible. Quantity production effects savings that go into extra quality. You gain every way. Ask for our stock list.

JAMISON COLD STORAGE DOOR COMPANY



CONTINENTAL

for

MEAT CANS
PIGS FOOT JELLY PANS
LARD PAILS
SALAD OIL CANS
PEANUT BUTTER CANS
FROZEN EGG CANS
SOAP CANS

Plain or Lithographed

CONTINENTAL CAN CO., INC.

Coast to Coast

Executive Offices

NEW YORK: 100 E. 42nd St. CHIC

CHICAGO: 111 W. Washington St.

Factories and Sales Offices

Chicago

St. Louis

Syracuse Passaic

se

Baltimore

Cincinnati

New Orleans

Roanoke

Jersey City

Detroit

Clearing

Canonsburg

San Francisco

Los Angeles

Seattle

San Jose

Boston



Deserves Good Wrapping

And Cudahy's, like other wise merchandisers, wrap their products in FENESTRA, which not only helps make the sale, but also, helps to keep Mrs. Consumer sold.

FENESTRA is as transparent as fine plate glass... and its sparkling luster adds materially to the eye appeal.

Dustproof and greaseproof,

it keeps your product fresh and tasty as the day you ship it. It affords full visibility . . . with full protection.

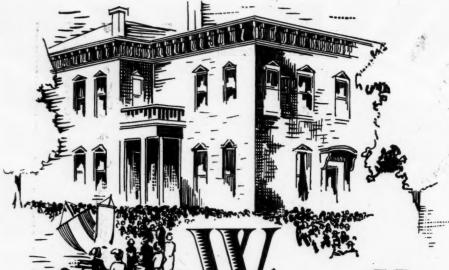
Comparisons have convinced so many packers that FENESTRA is better paper . . . that we urge you to compare too.

Working samples in any sizes gladly sent upon request.

BIRN & WACHENHEIM

121 WEST 17th STREET, NEW YORK





Diamond

Crystal comes in

fine, easily-dissolving flakes that penetrate the

meat thoroughly. It is pure,

mild-flavored salt, made

that way by an ex-

clusively-owned

process.

Cheering the victor in front of the Harrison homestead, Indianapolis, on election night, 1888, a year after Diamond Crystal made its bow to meat packers.

When Harrison was chosen

Meat packers registered their approval of Diamond Crystal Salt as heartily as today

The night the wires told of Benjamin Harrison's victory, his neighbors and friends flocked to the old homestead to cheer and wish him well. That was back in '88, a year after Diamond Crystal came to the attention of the meat packing industry.

A few weeks hence, folks will hail another president-elect, but packers will continue their plaudits for the old faithful, Diamond Crystal.

This remarkable salt acquires its popularity from its own never-varying quality, and from the splendid results it produces. Dissolving quickly and completely, Diamond Crystal penetrates the fibre of the meat, and brings out all the natural flavor. This assures fine-tasting meat of long-keeping quality.

If you are not a Diamond Crystal user, you are sacrificing some of the quality and flavor your meat should have. Try it, then you will know why we say, "as long as there's Diamond Crystal, there'll be an ideal salt for meat packing."

Diamond Crystal Salt Company, St. Clair, Mich. Since 1887 Makers of "The Salt That's all Salt"

Diamond Crystal Salt

1928



Building Business with Cellophane

HE meat industry is profiting from the added sales impetus that Cellophane gives to unit package merchandising. Here is an opportunity to capitalize on the 100% visibility to create appetite appeal - and on the cleanliness factor to give confidence.

Protected from dust, dirt and handling, Cellophane-wrapped items may be displayed to full advantage on the counters. Here-their brand names can be seen clearly through this transparent material. They create customer interest and sell quickly to build up business and profits. Progressive packers, such as Miller & Hart, find it profitable to use this modern merchandising method to stimulate sales on many of their items.

The new type of Moistureproof Cellophane may solve some of your sales problems.

Samples on request

DU PONT CELLOPHANE CO., Inc. 2 Park Avenue, New York City

Canadian Agents: WM. B. STEWART & SONS, Limited, Toronto, Canada

Pacific Coast Agents:

ZELLERBACH PAPER CO., San Francisco, California



Cellophane is the registered trademark of Du Pont Cellophane Company, Inc., to designate its transparent cellulose sheets and films, developed from pure wood pulp (not a by-product).



R&R SALT

PACKERS and others everywhere—at all points of the compass—use R & R Salt. Not only use it once or occasionally but year after year.

As Chesterfield says, "Such Popularity Must be Deserved." There's always a good reason for increasing, constant demand. With R & R it is SUPERIORITY that does the trick.

R & R Salt is manufactured at Manistee, Michigan, in the world's largest salt plant

Ruggles & Rademaker Co.

Manistee, Michigan



at a solit

RETAILERS EVERYWHERE SAY:-

"These convenient, sanitary packages of sliced bacon are accepted by the buying housewife as guarantees of quality. Choice bacon, packed in this manner, moves faster and at a greater profit."

When wrapped in colorful Milprint Cellophane and packed in this attractive Milprint display carton, bacon, sliced, and sold in these convenient pound and half-pound packages yields a satisfactory margin of profit.

MILPRINT PRODUCTS CORPORATION

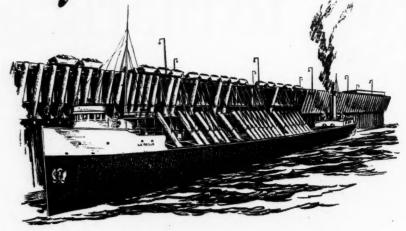
and MILWAUKEE PRINTING COMPANY

MILWAUKEE

FLORIDA, GROVE AND VIRGINIA STREETS

WISCONSIN

Can Service "from Mine to Packer"



THERE is no division of responsibility in the manufacture of Wheeling Lard Cans and Pails. From ore mine to tinplate to the finished container, every stage of manufacture is under Wheeling supervision.

This explains why Packers find Wheeling Lard Cans and Pails uniformly high in quality from one shipment to the next and why they have absolute confidence in the protection that will be afforded to their product.

You should know more about these bright, well-coated, Wheeling Lard Cans and Pails. Let us send you illustrated catalog, samples and quote prices on your requirements!

Wheeling Can Company

WHEELING, W. VA.





with SEASLIC

STANDARD Seasonings

Pork (with Sage) Pork (without Sage) Frankfurters Canning Viennas Liver Sausage Head Cheese Bologna Minced Ham **Baked Ham Potted Meats** Summer Sausage Wieners Blood Sausage Smoked Sausage Goose Liver Bockwurst Braunschweiger Salami Beef Lunch Ham Breakfast Sausage Veal Loaf Chili Seasoning

SEASLIC, the original LIQUID SEASONING, which is a product of the finest natural herbs and spices, entirely without artificial colorings, synthetics or preservatives, has proved itself the ideal seasoning . . . for it saves time, labor and money.

By the simple addition of plain water, it is immediately ready for use, and, of course, though it is ready-prepared in all standard seasonings, it can be blended to match your own formula, if you wish.

Its obvious advantage, apart from its lower cost, is that, being liquid, it permeates every part of the meat uniformly and does away with the old troubles of highly spiced patches and darkened meat.

Furthermore, SEASLIC is so pure and is so highly refined that it keeps the meat fresh and delicate in flavor for a very considerable period, while fully conserving its natural color and appetizing appearance.

Samples of SEASLIC for your own trial will be sent on request, with our compliments. Telephone or mail this coupon TODAY.



Oc

"NEVER AGAIN"...

says John H. Cartonbyer after blindfold carton test



"They promised me so many nice things for so little money that I took a chance ... Pll have the last laugh on my next order by keeping my eyes open?"

John W. Cartenbyer

Why you can't pick them . . in the dark

The blindfold test may be okay for selecting one's favorite cigarette but there are too many things that require a buyer to keep his eyes open when good cartons are desired.

See for yourself that the printing is first class... That the carton board is of proper caliper... That cartons are uniform... That good service is possible, not problematical... That they are well packed for shipment... and other like details quite as necessary in the production of your cartons.

How the choice should be made

You no doubt spent a goodly amount of time and money developing and perfecting your product... Its manufacture ... Its distribution ... Isn't it logical that the same thought and care should apply in selecting a carton that will be consistent with the quality of your goods?

There is no necessity of "going it blind" when you choose as source of supply a firm that is large enough, capable enough and dependable enough to give you the satisfactory carton you want. And the happy part of it is—it costs you no more. Write Sutherland about that next order.



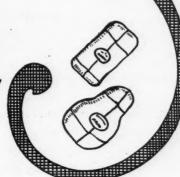
Sutherland PAPER COMPANY Kalamazoo, Michigan

WEST CARROLLTON

GENUINE VEGETABLE PARCHMENT

AND WAXED PAPERS

A fitting wrapper for fine meats-"



Nothing has ever proven the equal of Genuine Vegetable Parchment in the preservation and protection of meat products. Odorless, tasteless, grease and water-proof, it adds nothing and allows nothing of goodness, of flavor or weight to escape.

Because it is the finishing touch to a long series of operations and processes designed to insure high grade quality in meat products, the choice of wrapper should receive most serious consideration.

"all the leading packers use genuine vegetable parchment for wrappers and liners"

The West Carrollton Parchment Co.

West Carrollton, Ohio

HONEY BRAND

"Quality Products at a Profit"

HAMS

SAUSAGE

BACON

PORK

LAMB

BEEF

VEAL

PLANTS

- KLINCK PACKING CO......Buffalo, N. Y.
 - PARKER WEBB CO..... Detroit, Mich.



CHICAGO, ILL.



Bohack's 81/2-Acre Food Distributing Plant at Metropolitan and Flushing Avenues, Brooklyn, N. Y., which Supplies Over 450 Grocery Branches and 210 Meat Markets Daily.



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PRIVATE R. R. SPURS



A BOHACK MARKET

BUYERS OF STRAIGHT OR MIXED CAR LOTS OF HIGH QUALITY BEEF, LAMB, FRESH PORK AND POULTRY





Home of Capital Brand Products

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COLUMBUS, OHIO

New York Representative, O. Andresen, 835 Washington Street

ARNOLD BROS., Inc.

Founded 1868

656-670 W. Randolph St., Chicago

For 60 Years Manufacturers of

FAMOUS FOR FLAVOR BOILED HAM

Smoked Meats

High Grade Sausage

Universally Better Red Hots

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WHITE ROSE PURE LARD

JACOB DOLD PACKING CO.

JACOB E. DECKER AND SONS

MASON CITY, IOWA



"Town Club Hams and Bacon"

"Iowana" Pork Products

"Cured to Taste, Not Price"

IN THE CENTER OF IOWA'S CORN BELT

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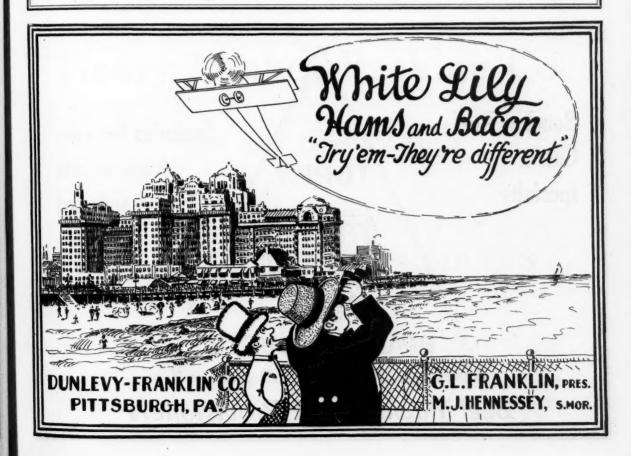
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Utica, N. Y.
The Home of



Hams Bacon Daisies
Sausages Frankfurts

Quality products demanded by discriminating housewives



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East St. Louis, Ill.

Boneless Beef
Cuts a specialty

TOPPY
loads or less solicited

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Fried & Reineman Packing Co.

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Build up a Summer Sausage Trade by using

HOLLENBACH'S

High-Grade Summer Sausage

Put up under your Brand Name if Desired Take advantage of this protection

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2653-65 Ogden Avenue CHICAGO

For Bigger Business . . . Use Hoffman's Better Products

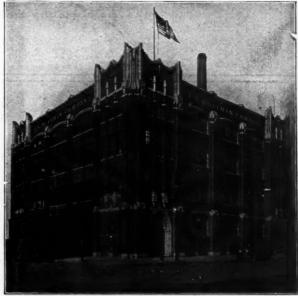
Dry Sausage
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J. S. HOFFMAN COMPANY

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For Quality

KINGAN'S

RELIABLE BRAND

Hams - Bacon - Lard - Sausage - Margarine - Canned Meats

KINGAN & CO.

PORK AND BEEF PACKERS

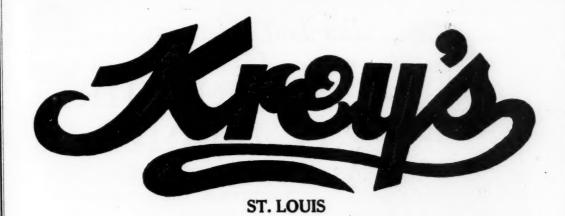
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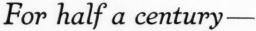
H. D. AMISS, Washington, D. C. H. L. WOODRUFF, New York City S. J. RIDDLEMOSER, Baltimore, Md.

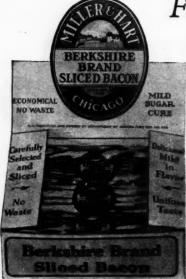
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-means infinitely more than fabricated food products: to many thousands of patrons it means the perfection of an art, and an essential to good living

> Tavern Style Sliced Bacon Extra fine Liver Sausage Olde Style Farm Sausage Boiled, Baked and Smoked Ham All varieties of delectable sausage

Famous for nearly a half-century





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hams, bacon and lard have maintained their reputation

There is but one grade, one quality, in Berkshire Brand products. The mild cured, tender meat is just what your customers want and will pay for

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Packers; dealers in GREEN, DRY SALTED, SWEET PICKLED MEATS and DRY CURED MEATS



Ham — Bacon — Lard and Sausage

since 1876

Cincinnati's Pioneer Quality Packers

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CINCINNATI, OHIO





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HAMS - BACON - SLICED BACON

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DELICIOUS

REFINERS and EXPORTERS
CEDAR VALLEY LARD

Mixed cars of pork, beef, and provisions Domestic and export business solicited Sales agencies in all principal cities

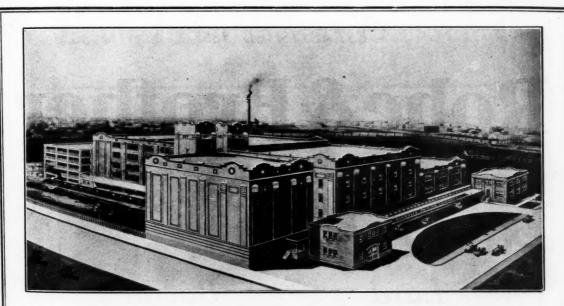
THE RATH PACKING CO.

WATERLOO

Pork and Beef Packers

IOWA



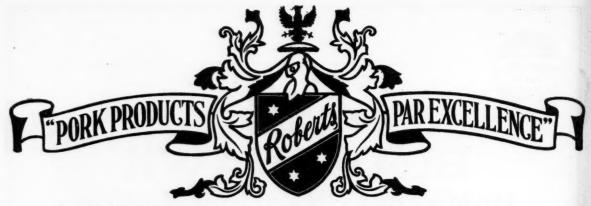


The Nuckolls Packing Co.

Beef and Pork Packers

Pueblo

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Why is it that discriminating packers and processors of fancy pork products invariably instruct their brokers to "try Roberts & Oake first" when in the market for high grade S. P. Hams, Picnics and Bellies? There must be a reason!

We may not have, at the moment, complete stocks of what you are looking for, but it's well worth your time to inquire, and your clients' interests will be best served by doing so.

ROBERTS & OAKE

"Pork products exclusively since 1895"



ESTABLISHED 1857

Rohe & Brother

"Regal" Brand

Hams

Lard Bacon

Bologna and Prepared Meats

NEW YORK CITY

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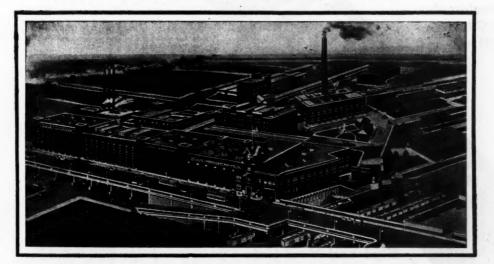
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"Highest Quality"

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Independent Brand
Complete Assortment Packinghouse Products



Hams · Bacon · Lard · Sausage

"Delightfully Delicious"

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Paradise Brand HAMS BACON LARD

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HOG HAIR—CATTLE TAILS

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Brokers and Commission Merchants BOSTON, MASSACHUSETTS

The Oldest Brokerage House in New England Handling Packing House Products Exclusively

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BEEF — PORK
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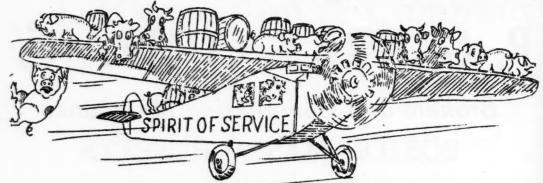
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PICK A GOOD LANDING FIELD - JOHN W. HALL



GREETINGS: Above is our 1929 Model-ready-willing and capable of carrying through to its ultimate conclusion anything you entrust to its care. Captain and crew, through long experience and the helpful co-operation of a multitude of splendid clients, are fully imbued with the Spirit of Service. Business or no business, when we can do anything at all for "you all" command us.

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A Combination of Engineering Skill and Experience

Investigate the savings that can be made in *increased turnover** and *economical application** of refrigeration. Learn how you can easily *avoid losses** due to souring or frosted products.

Brine Spray Refrigeration for Beef and Hog Chill Rooms and Meat Coolers, and Air Conditioning Systems for Sausage Rooms are superior when installed by Bloom.

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Offers the Largest Supplies of Healthy Live Stock Available on Any Market in the Fall and Early Winter Season

CATTLE are principally of the beef bred classes, from the west and southwest. They are free of tuberculosis. They handle well and yield high quality beef.

Sheep and lambs come from the thirteen big producing states of the west. From the ranges in the summer and fall season and from feed lots in the winter season. There are no better lambs in the United States than these.

Hogs are healthy, grain fat, prevailing weights 170 to 250 pounds. They are especially suited for the butcher trade. Missouri and Kansas have larger corn crops this year than last. They will produce more hogs for the Kansas City market.

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Big Runs Are Under Way - Place Your Orders in Kansas City

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Save Labor, Time and Money

with the B. & D. ELECTRIC RUMP BONE SAW. One man can saw 110 rump bones an hour! And any packinghouse man can operate it—no skilled labor required. That's real saving, especially since it results in a better, more accurate job in much less time.

Heartily endorsed by eminent packinghouse authorities — economically used by leading packers everywhere.

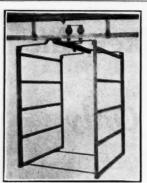
Hundreds of packers are also satisfied users of our

H & H PORK SCRIBE SAW—H & H
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Write today for details

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Famous Ham Retainer



Guaranteed

a Perfect Product without
Repressing!



There can be no cracks or jelly pockets when Jordan's Famous Ham Retainer is used. No repressing is needed, for the peppy springs have a long enough range to follow the shrinking process—with evenly distributed pressure—through the entire process. A perfect product is the result. It takes an expert eye to tell the difference between the Butt and Hock end. Firm, tasty, good-looking cold cuts will increase your sales and profits. Jordan's Famous Ham Retainers will produce them at less cost. This is the season, cash in. Write today for details.

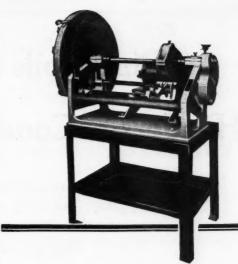
A Few Satisfied Users

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Sole Distributors for Kaufman's Fly Re-Peller



New speed new savings new customers!

FEW realize the amount of time—and money—needlessly wasted in chipping beef and slicing bacon. But the big operators do. All of the principal large packers and provisioners use the Link-Belt Beef Chipper and Bacon Slicer—to save money by reducing labor—to make money by satisfying customers with more uniform slices.

The Link-Belt Beef Chipper and Bacon Slicer can give five slices per second. Anyone can operate it. Its features of safety, ease of operation and low operating cost are the result of years of practical experience.

The machine is made in three models, which are identical in operation, differing only in the method of application of the driving power.

Write for a copy of Bulletin B-15.

CHICAGO

LINK-BELT COMPANY

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Offices in Principal Cities

LINK-BELT CHIPPER AND SLICER

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Pipe Coils — Pipe Bends

Headers — Condensers — Receivers

We are equipped to execute orders on both large and small sizes, up to and including 8".

Estimates furnished on request

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REMPE CO.

Iron Pipe Coils and Bends

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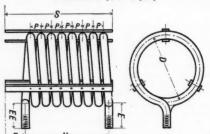
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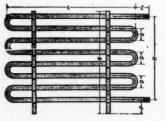


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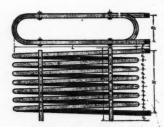
Iron Pipe Coils for Ice and Refrigerating Machines

Heaters, Soap Makers Blast Furnaces

Coils of any shape or description in any desired continuous length







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STREATOR COLD STORAGE DOOR



SHUTS EASILY

2 No SAGGING

3 DOUGLAS FIR THROUGHOUT

3 important features

SEAL your cold storage room tight with a Streator Door. The remarkably efficient handle and self-tightening lock operate without a kick-back and assure smoothness and tight closing—Sagging under the most severe use is impossible with a Streator. Cross bracing (generously insulated all around) provides exceptional strength and endurance — Durable Yellow Pine and Douglas Fir are used throughout in the construction of Streator Doors, never less than 19 grains per inch density. There are many other equally important features.

The Streator Door is manufactured in the heart of the Middle West. A complete stock is always on hand for quick delivery. Send for the illustrated catalog.

Comes in all standard sizes—or especially made and equipped to suit individual specifications. Our engineers will gladly suggest the proper equipment for your needs

Streator Cold Storage Door Co.

Specialists in Cold Storage Doors
Streator, Ill.





Packers & Retailers

PROVISIONERS, everywhere, have long been acquainted with the dependable, trouble-free service that has come through using Vilter Refrigerating Machinery.

Inquiries are invited from those in the trade who now face, or who are about to face, the unusual problems that refrigeration ordinarily brings.

Regardless of the type of plant you operate or contemplate operating, Vilter engineers are ready to cooperate with you to the fullest extent, to the end that you may get maximum efficiency from refrigerating at the very minimum cost.

Get Details Now -

Compressor

ilter Vertical

Simply write us for information on Refrigerating, or state the particular problem upon which you wish specific data. Use your own letterhead, or the coupon below.

The Vilter Mfg. Co. 1084-1098 Clinton St. Milwaukee, Wis.

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Gentlemen:

I am interested in data regarding Refrigeration for Provisioners.

I am a Packer () Retailer ()

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Packinghouse Floor Bricks

4x8 in. face

1¾ in. thick

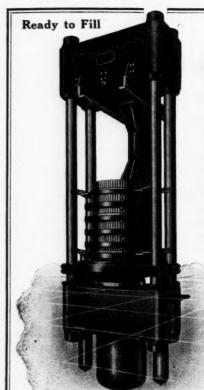
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Vitrified Clear Through

Resist Grease, Acids, Alkalies

Perfectly Sanitary

Kushequa, Pa.



Hydraulic Crackling Press

500-Ton and 1200-Ton Sizes

Curbs either 24" or 30" diameter. Smooth finished beveled staves. Easy to clean, and ample drainage. End of staves rest on projection on lower band, relieving strain on rivets.

Large Ejector Cylinders.

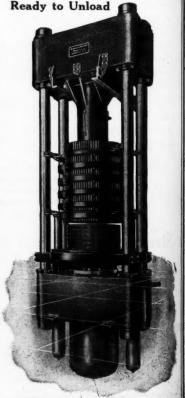
Upper plunger has roller bearing wheels, and locks in position above curb. Will not roll back when press is started.

Curb guided top and bottom on rods, avoiding tilting when pressing or ejecting cakes.

Steam pumps have stainless steel valves, seats and plungers.

Write for prices and special catalogue Established 1872

Dunning & Boschert Press Co., Inc. 363 W. Water Street, Syracuse, N. Y.



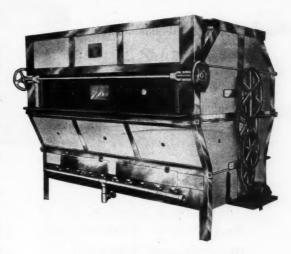
1928,

A REAL Reel Oven!

No matter what your production on Meat Loaves, the Meek Reel Oven will lower your costs and give your product a delicious, uniform bake. Packers everywhere have discovered the Meek to be the finest of investments.

Gear driven, the Meek insures each loaf of an even amount of temperature for the same length of time. Adjust to bake one loaf correctly and you're sure they all will be the same. This even distribution of heat is the *correct* principle of successful baking.

Send for descriptive catalog and prices
Write today



Built to Last

Nothing to get out of order. Sturdy and strong. Built in a new, enlarged plant—and built right.

MEEK OVEN MFG. CO., Salisbury, Mass.

Takes All the Fat from the Rind



THE CALVERT BACON SKINNER is a most economical way to take the skin off breakfast bacon for slicing. The rind is stripped perfectly clean—which is impossible with hand work.

As for speed—this machine will do more work in one hour with one man than can be done by hand by two men in a whole day.

Send for full particulars

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The Calvert Machine Co. 1606-1608 Thames St., Baltimore, Md.



Insert coin at (a) between edge of cap and the ring and pry.





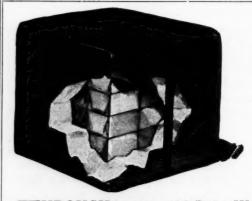
No. 5005 — 5-oz. with the White "Pry-Off" cap, 63 M.M. size

We have a complete line of Meat Packers' Tumblers both staple and novel which will offer you a variety of packages.

Your inquiry addressed to one of our representatives or direct to the factory will be given prompt attention.

THE FEDERAL GLASS COMPANY

Columbus, Ohio



Best for Perishables— Balsa Wood Boxes

THROUGH heat or cold, Balsa Wood Boxes maintain a practically even temperature. Balsa Wood Boxes provide equal insulation to the products within against heat and cold.

Strong and resilient, these boxes are

light and will not chip or split. One box has traveled over 25,000 miles already and is still in service.

Their value to shippers of perishables and semi-perishables is obvious—they cut costs.

Made in any size desired. Write for costs and other information.

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The Fleischmann Transportation Company

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Has Been Used Over 20 Years

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We have kept abreast of the

times and our paper today is better suited for Packers' use than ever before.

We are still anxious to serve the Packing Trade with our paper which is the best obtainable for their purposes.

Hartford City Paper Company

Hartford City, Indiana

The Automatic Folding Display Box

"Lid Lock"



Meets the requirements of the up-to-date Packer—No tying of twine or tape—A saver of Labor and Materials.

Try the "LID LOCK" and be Convinced.



The RIKE FOLDING BOX CO.

DAYTON, OHIO

You Can't Get More Out of Your Product Than You Put into It

The Man Who Knows.



The Man You

There is an old saying that you cannot get something for nothing. If you do, there is a nigger in the woodpile. Cheapness does not mean goodness.

Why experiment with substitutes when you are assured of the Best with H. J. Mayer's internationally famous seasonings, and Neverfail (Trade Mark Reg. U. S. Pat. Off.), the Perfect Cure. Why not make Flavor the cornerstone of your business? If you do, economy will take care of itself in increased business and decreased overhead.

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Makers of the Famous GENUINE H. J. MAYER Special Frankfurter, Bologna, Pork Sausage (with and without sage), Braunschweiger Liver, Summer (Mettwurst), Chili Con Carne, Rouladen Delicatessen

Seasonings, and SPECIAL NEVERFAIL CURING COMPOUND

All our Products are guaranteed to comply with the B. A. I. regulations

Sunshine Brand ROASTED Pimientos

Packed in 28-ounce packages for the Meat-Packing Trade Exclusively

Be sure to use fire-roasted and packed pimientos. The only sanitary method of packing suitable for the purpose to blend with your meat products. We can serve you in any quantity, as you need pimientos.

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Georgia's Oldest and Pioneer Packers

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Griffith's "Oil of the Spice"

IT SEASONS



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Highest Quality

There is no Seasoning in the pepper

shells. The specks do not please the eye. The Seasoning you need comes from "OIL OF THE SPICE." We make the highest test quality.

4 OUNCES TO 100 POUNDS OF MEAT

Beautiful Color

The bright, rich, pink color is made

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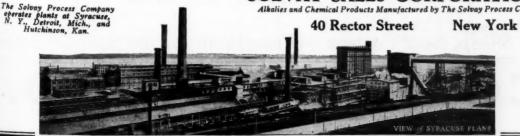
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To Help You Increase Your Sales

You are interested in securing additional business. Your sales of margarine and salad dressings will double if you sell



ELGIN Nut Margarine



ELGIN Mayonnaise, Thousand Island Dressing, Sandwich

Spread, Relish



ALGOOD Oleomargarine

ELGIN nut margarine, ALGOOD oleomargarine, ELGIN mayonnaise, Thousand Island Dressing, Sandwich Spread and Relish are of unequaled quality. They are offered on an absolute money-back guarantee.

Our products have passed the rigid, scientific tests of *Good Housekeeping's* Bureau of Foods, Sanitation and Health.

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You can make a larger percentage of sales and more satisfactory profit selling ELGIN nut margarine, ALGOOD oleomargarine and ELGIN salad dressings and sandwich spreads.

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You'd agree that making the public prefer the flavor of your sausage would be a great thing. Sales would simply have to increase. However, that's a difficult thing to do. All the advertising in the world won't make people change their taste in sausage just to please you.

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Actual trade tests were made to determine the flavor that the majority of sausage buyers prefer. And fortunately, the majority of the public prefer a certain flavor. That's the flavor found in Legg's Old Plantation Seasoning.

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Sewed Specialties

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Made to Order in any

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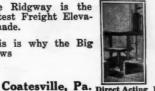
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A great many of the larger as well as the smaller plants have found that the use of Thor Laundry equipment cuts operating costs, builds profits and increases efficiency.

We can help you solve your problem. Write us today for particulars on the equipment designed for you.

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OFFICIAL ORGAN OF THE INSTITUTE OF AMERICAN MEAT PACKERS

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OCTOBER 27, 1928

Chicago and New York

Operating at a Profit in a Changing World

Twenty-Third Annual Packers' Convention Faces New Situation and Marks Greatest Gathering in Industry History

Meat Packing Must Meet New Trend in Consumer Preference

Change in consumer habits, changes in location of livestock production centers, constantly increasing competition of other foods—as well as keen competition in the industry itself—have tended to make the business of meat packing a difficult one to operate at a profit.

How the new and changing conditions can be met successfully, and steps to be taken to put the returns of the industry on a more profitable basis, furnished the theme of the Twenty-Third Annual Convention of the Institute of American Meat Packers, held October 19-24, 1928.

All of the sessions except those of October 24 were held at Atlantic City, N. J. On October 24 the convention became the nucleus of the Conference of Major Industries at Columbia University, New York

In considering the theme of the convention—"Operating at a Profit"—the discussions centered about every phase of meat packing activity—the purchase of the raw material, processing, storage, merchandising, transportation, research, literature and economics—and something of its place and relationships in the great family of industries.

An Event of a Lifetime

The convention marked epochal steps in the progress of the industry and in the future plans of its trade association.

Interesting and far-reaching as these were, perhaps the most remarkable event in the annals of any industry was the testimonial dinner given by the Institute in cooperation with other agencies and institutions to seven great pioneers of American industry—a fitting climax to what was unquestionably the most noteworthy gathering ever held in the history of the meat packing industry.

The convention divided itself into three major parts—sectional meetings, regular convention sessions, and the Conference of Major Industries.

At the sectional meetings detailed reports of the researches on various operating and engineering problems were given, together with descriptions of interesting new commercial developments bearing closely on packinghouse operation.

Value of Sectional Meetings

Some of the meetings were devoted to merchandising, with its new and improved practices and possibilities. Others to accounting; the relation of the manufacturer to the retailer; distribution costs and means of reducing them; sales analyses; the buying of supplies; relation of the general business situation to this field of activity, and the public relations of the industry.

The discussions of the convention sessions proper—all of which were directed toward operating at a profit—covered production, manufacture, organization and expansion; the keeping of the industry abreast of the times; and the detection and elimination of waste.

It was a worthy program, one which developed data which—if utilized—will go a long way toward placing the industry in a vastly improved position.

In keeping with the policy of the Institute during the past four years, designed to give the industry a better understanding of itself in relation to other principal members of the industrial family, a Conference of Major Industries was held at Columbia University. At this conference not only meat packing but iron and steel, automobiles, the telephone and telegraph, the business of printing and publishing, and finance were discussed by leaders in each.

Honors for Industrial Pioneers

The dinner in honor of the pioneers of American industry was an inspirational affair. Seven pioneers in whose honor the dinner was given were present. These were Thomas A. Edison, Charles M. Schwab, Orville Wright, Henry Ford, Harvey

Firestone, George Eastman and Julius Rosenwald.

Development of the industries in which these men have pioneered has made modern life possible. Iron and steel, electricity, the automobile, the airplane, photography, the printed word—without them America today would be much in the position of its earliest settlers.

To see in one group these seven great pioneers—hale and hearty and above all genuinely happy, all still active in the fields they had founded or developed, was an inspiration, an opportunity never before and possibly never again to be afforded.

It was a grouping of brains and achievement—brains cultivated in the college of hard knocks, and achievement which has given to modern civilization an impetus within the past fifty years which has enabled accomplishments in that brief space of time greater than in all the thousands of years of previous history of the race.

Industry Points Made by President Mayer

In his annual presidential address at the convention Oscar G. Mayer pointed to some interesting developments in connection with the solution of certain problems of immediate interest to the industry. One of these, the seedy belly, which has always been a nuisance and a source of loss to the industry aggregating millions of dollars yearly, is moving toward a solution.

Researches so far on this subject point to the fact that the black hog is the source of the trouble. In observations on black and white hogs it was found out of 1500 white hogs slaughtered only two showed black seed. On the other hand, black seed was very common in black hogs of both sexes.

In addition to the packers' request to the producers for a meat-type hog, it may be that they will be asked to raise a "blond" hog wherever temperature conditions will permit.

Progress has been made in a better understanding between producer and packer of the kind of hog most in demand in the industry. The producer formerly placed a heavy burden on the packer by furnishing him the kind of hogs it suited his whim to raise, and without any thought of the kind of cuts these hogs would produce. When a satisfactory price was not paid, the blame was commonly laid at the door of the packer.

Producer Must Furnish Proper Raw Material

Now the packer is working with the producer, telling him the market demands as to finish, conformation and weight. Publicity work begun and to be continued by the Institute is bearing fruit. While it may take a long time to bring this about, it is regarded as essential that the meat type hog be produced to a greater extent in this country. "Gentlemen of the producers," President Mayer

"Gentlemen of the producers," President Mayer said, "give us leaner hogs, but give them finish and firmness before sending them to market." As the pork division of the packing industry comprises approximately 60 per cent of the entire industry, the value of the production of the right kind of raw material can not be overestimated.

He made also a plea for the establishment of uniform grades of livestock, this being especially needed in hogs and calves. He advocated cooperation with the government in establishing such grades to insure uniformity of quotations on all central markets.

The Industry's Most Important Problem

"This brings to mind what is, after all, the most important problem for our industry to consider," said the president, "namely, ways and means for promoting the popularity and the demand for meat. That industry is indeed fortunate whose products are in brisk and growing use, and if the product is meritorious, this is mainly a question of keeping the public informed.

"Indifference by our industry to this basic principle has for several decades given other food industries an undue advantage. They have spared no pains nor expense to capitalize it. Add to this the subtle effect of the pronouncements of pseudo scientists, to the effect that meat as a food must be carefully scrutinized, and you have a situation that has done more than anything else to take the zest out of our industry.

"But on all sides are signs that the tide has definitely turned. Evidence is coming in that scientists and the public are repudiating the charges that have been unjustly made against meat as a wholesome food.***

"What would happen to the meat industry if the public, in addition to its innate partiality for meat, could be thoroughly imbued with the momentous scientific fact that they can eat meat and grow thin? Might not the effect upon the entire live stock industry be almost electrifying?

"Truly the time was never more opportune than now for constructive association publicity on the part of our industry, and I sincerely hope that the problem of its accomplishment can soon be worked out. It hinges to a certain extent upon the cooperation of the producing elements in the industry."

Woods' Report on the Meat Packer's Status

Tentative observations by Vice President Woods concerning "The Present Status of Meat Packing," and recommendations of some avenues a search for betterment might take, opens up a new era in the packing industry.

There have been many theories as to "What's the matter with the packing business," all of which perhaps had some foundation in fact, but none of which really answered the question.

Mr. Woods' report was one of vital interest to the industry. His recommendations, if adopted, will enable the industry to go a long way toward attaining its goal of operating at a steady profit.

As a result of the facts and figures collected, he outlined eleven avenues a search for betterment might take. These were placed in five groups for the purpose of making recommendations to the industry.

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To some, certain of these recommendations may have seemed almost revolutionary. At least they appear to be drastic. Nevertheless, when there are sick spots in an industry only drastic measures may be used to heal them.

Recommendations Should be Studied

The recommendations are made from the standpoint of the industry as a whole—not with a viewto any company or any section. They look to closer cooperation with the livestock industry, with a view to improving and increasing supplies, to aiding in more orderly marketing, and to supplying of detailed information on the meat stocks of given consuming sections. Some means of meeting the speculative conditions in the industry are also urged. One of these would be quicker cures. Curing of hams on a laboratory scale has been accomplished in 24 hours. Some means must be found to do this on a commercial scale, Mr. Woods said. To do this he urged the combination of the research forces of the Institute on this one problem.

One important recommendation in the field of merchandising is that the departure by a packer from his price list before it is withdrawn consti-

tutes unfair competition.

Another is that standard units for each important meat commodity be established as a basis on which the individual packer may figure his differentials up and down. Members of the Institute should be asked to pledge themselves to use these units exclusively. The amount of the differentials would, of course, be left to the individual packer.

Establishment of and strict adherence to credit terms were yet another important recommenda-

tion

Changes in Merchandising Methods

Changes in merchandising methods, attributed primarily to the chain store, were discussed freely. The packer's several alternatives in relation to these stores and to his future course are also outlined.

Mr. Woods suggests that the industry find out if there is anything to the possibility of synthetic meat. If such meat can be produced the industry should be at the forefront in the matter.

The whole program outlined by Mr. Woods is one that will lend itself to careful study by every packer. There is not one who will not find in it many matters having both a direct and an indirect effect on his business. It is a fundamental report—one laying the foundation on which an industry operating at a profit can be built.

Another paper of significance was that presented by Frank M. Firor, president of Adolf Gobel, Inc. Mr. Firor expressed the belief that part at least of the trouble of the industry is due to its effort to

operate in a changed world.

Packer Faces a Changed World

The industry is manufacturing and distributing in the old way products to people whose food habits and mental attitude have undergone a complete change, he said. He was of the opinion that the changes of the future may be even more rapid than those of the past.

The industry is catering to a public on wheels—an informed public which in its moving about cannot escape the influence of all types of competitive advertising. This has had its effect in making inroads on the consumption of meat made for and

marketed to a home-staying public.

He pointed to the large packing organizations as having an advantage in some ways over the smaller ones, but recognized their lack of flexibility as a handicap. On the other hand, the smaller plants are hampered in many ways, particularly in their ability to buy economically.

Advocates Small Packer Mergers

In order to secure as many as possible of the advantages of both large and small organizations and eliminate many of the disadvantages, Mr. Firor advocated the joining of certain small plants, each

retaining its identity but all subjected to one central organization and all pooling their buying power. This he believed to be a form of adjustment best suited to these changing times.

The failure of many packers to give full consideration to new trends in merchandising, such for example as packaging, is another handicap to the industry as a whole. In discussing this point Mr. Firor said that his organization gave as much attention to dressing up a frankfurt as a truck manufacturer does to dressing up his trucks.

"Any promising innovation justifies a trial," he said. But one thing should ever be borne in mind—that is quality. "Experiment as you will, but stick to quality. The public will tolerate no lowering of quality." The only form of competition the meat packer has to fear, he said, is better product.

The advantage accruing from better information on product shipped and on prices asked was pointed out. The industry's failure to make such information available to all, due to its exaggerated sense of caution, was believed to be one reason why it is lagging behind most American industries.

All this is a part of the changing world in which we live. "We must never cease to remind ourselves," Mr. Firor said, "that things are changing, and unless we adjust business to changing conditions, we won't have any business to change."

Philosophy from Chain Store Leader

Another strong influence on the meat packing industry as it is established today, and on its methods of distribution, is the chain store. The place of the chain store in the present system, and some sound business philosophy regarding it, were voiced by H. C. Bohack. He said his organization of chain stores, including meat stores and meat departments of grocery stores, is in business to save money for the consumer.

Some of the advantages in chain store operation were found in the fact that the chain pays cash for what it buys. It buys volume and it buys in carload lots, and "we get as cheap as we can," Mr. Bohack said. "We do no credit business, we make no deliveries, and we would cut out orders

that cost us too much."

The chain store is here and is going to stay and to become bigger. The individual butcher is going to stay, too, but he must work and do things upto-date. He must know how to buy and how to sell. In the chain store it is a matter of pushing. It is a matter of progressive work, with business conducted in a businesslike way.

"We are not trying to drive anyone out of business," Mr. Bohack said, but "we are trying to get our money out of what we sell." He then pointed to the wider margin of profit formerly secured on the smaller volume, compared to the narrow margin now obtained on the large volume. "If I could find a man here who could save 1 per cent in our business or make 1 per cent more, I would give him \$50,000 a year," he said.

He pointed to many of his early experiences in business, of the urge to extend credit and of his determination never to do this. He said he had not lost a cent yet, and he had been in business 40

years.

Can anyone in the meat packing industry say as much?

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standview closer a view ing in of den conrepresented by three leaders of the industry, each of whom made a plea for a closer cooperation between producer and packer.

Livestock Leaders Ask Cooperation

The close coordination of interest of packer and producer is more necessary today than ever before, a representative of cattlegrowers of the Southwest said in an address before the convention. He was of the opinion that many problems of both branches of the industry could be solved by the establishment of a joint commission of producers and packers. There is too much individuality of interest between producer and packer, he said.

Another speaker traced the changes in types of hogs raised during the past few decades, these types being produced without regard for meat demand. He was of the opinion if the packer would let the producer know the kind of hog he wanted and would pay a premium for that hog, there would be little trouble in obtaining it.

Still another urge came from the producer side, this being that the packer help to secure protection for the domestic livestock raiser. Also that he cooperate more fully in giving the public a better idea about meat.

Industry Education Goes Forward

The report on the program of the Institute Plan Commission directed toward profitable production indicated that in education, in operation and in generally improved processes material contributions had been made during the year.

Graduates of the Institute of Meat Packing are reported as having given a good account of themselves, and since the day, evening and correspondence courses were started some 1,200 men have completed some phase of the work. The desirability of having undergraduates take the courses in the Institute of Meat Packing at the University of Chicago was pointed to. These men would be younger when completing the course, and would fit better into the personnel of the organizations, both from the standpoint of salary and experience.

Perhaps the biggest job of all in the industry so far as education is concerned is to teach the employee how to think. Many of them need education on how not to make product, rather than how to make it.

Plant Methods Are Improving

In plant operation one improvement which may be put into practical operation at an early date is the electrical stunning of livestock with low voltage equipment. By this new method the animal is shackled, hoisted and dispatched while unconscious. This method does away with a great deal of noise, particularly in hog slaughtering and meets an objection that has been commonly present. It is regarded as an important step in the improvement of the public relations of the industry.

During the year considerable progress was made in the development and adaptation of labor saving devices, and much greater progress in future is looked for.

It is believed that mechanical improvements may bring about rapid changes in the near future in the chilling and dressing of meats, also in the handling of the more important by-products, as well as in loading and shipping methods.

Considerable headway was made during the year

in the standardizing of supplies, resulting in a large money and labor saving. This is only one phase of the program of waste elimination, but one in which there is believed to be a broad field for effecting economies which will aid in meeting the new competition.

Value of the Institute Plan

Standardization enables the packer to add to his profits, and at the same time sell meat more

These are only a few of the accomplishments under the Institute Plan which were reported upon at the convention. Not only the day-to-day problems are being studied in this program, but problems affecting the industry in a broader way as well. "Not all of the problems have been solved, but splendid progress has been made along many lines," Chairman Thomas E. Wilson said in commenting on the Institute Plan.

In the merchandising field one of the troublesome problems to both packer and retailer has been that of the handling of small orders. Just how large this small order business has grown, and how expensive it is to the packer, not all manufacturers realize.

The Evil of Small Orders

A study of several representative branch houses was made to determine the number of small orders handled in a four-week period. It was found that over half the orders were for less than \$15. However this half represented only one-tenth of the total sales volume of that house for the period under study.

This same branch had 375 active accounts on its books during this month. Of these accounts, one-fifth bought less than \$25. Almost half of the accounts showed sales of less than \$100 each during the month. The total sales on this half of the accounts were under 5 per cent of the entire sales for the month.

Was it profitable to handle this 5 per cent of the business which required half the bookkeeping and half of the deliveries for the period?

Realizing that small accounts and small orders are expensive to handle, it was recommended that the size of both should be increased by all possible means.

Merchandising Points of Value

One point brought out of vast importance to every salesman and to his house was that "no new account should be solicited unless there is a prospect that, at prices obtainable, the volume to be developed will in a reasonable time be large enough to justify expenses incurred in getting the business."

Also that "sales efforts to increase the size of present accounts may well prove more profitable than the cultivation of new accounts."

The retail meat dealer—like the livestock producer—also made a plea for cooperation between packer and retailer. The lack of cooperation has been detrimental to them both, it was believed. In developing this cooperation the belief of the retail meat dealers that the initial step should be taken by the packer was pointed out.

Retail meat dealers of the country are regarded as the ultimate sales force of the packing industry, and a powerful medium for advertising to the consumer, hence the need for the packer to develop these good will influences.

Institute Organization Changed

Another step in advance in the plan to give maximum results to the industry through its trade association was the constitutional change by which the Institute is to have a paid president, with a packer as chairman of the board serving as titular head of the trade association.

As was natural and just, in view of his unusual ability and service, the able executive vice president, Wm. Whitfield Woods, was elected as president, while an outstanding industry leader and public man, Frederic S. Snyder of Boston, was made chairman of the board.

Other changes in title were those which made the packer vice presidents to become vice chairmen of the board. The number of the board was increased, and the staff members serving as assistant vice presidents so ably—Wesley Hardenbergh and Homer T. Davison—will become vice presidents

under Mr. Woods.

The full roster of officers elected, together with

hold-over directors, is as follows: Chairman of the Board—F. S. Snyder, Batch-

Chairman of the Board—F. S. Snyder, Batchelder & Snyder, Boston, Mass.

President—Wm. Whitfield Woods, Institute of American Meat Packers, Chicago.

Vice-Chairmen—E. A. Cudahy, Jr., Chicago; J. J. Felin, Philadelphia; Jay C. Hormel, Austin, Minn.; Chester Newcomb, Cleveland, Ohio; A. T. Rohe, New York.

Treasurer—Henry Neuhoff, Neuhoff Packing Co., Nashville, Tenn.

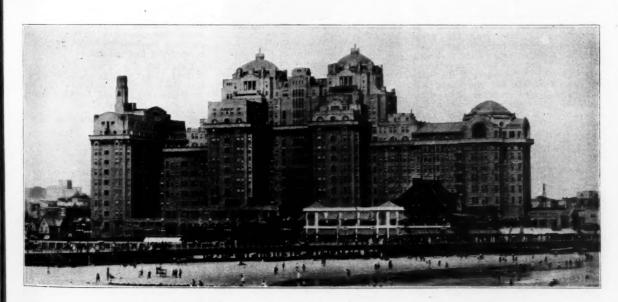
Central Administrative Committee—Oscar G. Mayer, Oscar Mayer & Co., Chicago; Jay E. Decker, Jacob E. Decker & Sons Co., Mason City, Iowa; A. T. Rohe, Rohe & Brother, New York; F. Edson White, Armour and Company, Chicago; G. F. Swift, Swift & Company, Chicago; Thomas E. Wilson, Wilson & Co., Chicago; and F. S. Snyder and W. W. Woods ex-officio.

Institute Plan Commission—Thomas E. Wilson, Chairman, Wilson & Co., Chicago.

Directors (3 year term)—Osear G. Mayer, Oscar Mayer & Co., Chicago; T. P. Breslin, Standard Packing Co., Los Angeles, Calif.; W. F. Schluderberg, Wm. Schluderberg-T. J. Kurdle Co., Baltimore, Md.; Thomas E. Wilson, Wilson & Co., Chicago; F. R. Warton, Allied Packers, Inc., Chicago; A. T. Rohe, Rohe & Brother, New York.

Directors (2 year term)—Charles E. Herrick, Brennan Packing Co., Chicago; G. F. Swift, Swift & Co., Chicago; Elmore M. Schroth, J. & F. Schroth Packing Co., Cincinnati, Ohio; L. E. Dennig, St. Louis Independent Packing Co., St. Louis, Mo.; John R. Kinghan, Kingan & Co., Indianapolis, Ind.; E. C. Andrews, Jacob Dold Packing Co., Buffalo, N. Y.

Directors (1 year term)—J. E. Decker, Jacob E. Decker & Sons, Mason City, Iowa; F. Edson White, Armour and Company, Chicago; R. T. Keefe, Keefe-Le Stourgeon Packing Co., Arkansas City, Kans.; S. T. Nash, Cleveland Provision Co., Cleveland, Ohio; J. W. Rath, Rath Packing Co., Waterloo, Iowa; Frank M. Firor, Adolf Gobel, Inc., New York.



HOTEL TRAYMORE, ATLANTIC CITY, SCENE OF THE CONVENTION.

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Proceedings of the Convention

FIRST SESSION

Monday, October 22, 1928.

The Twenty-third Annual Meeting of the Institute of American Meat Packers convened at Hotel Traymore, Atlantic City, New Jersey, at ten-thirty o'clock. Oscar G. Mayer, President of the Institute, presiding.

PRESIDENT MAYER: Gentlemen, I shall not regale you with much this morning. The President's address, of course, is generally anything but that. But I am reminded at this moment of a little story, one of those true happenings of my college days.

I was coming down the corridor in my dormitory and I met a friend, rather a laconic fellow, and I said to him, "Have you got the time?"

He took out his watch and looked at it and said, "No, I haven't got the time, but I can calculate it!" (Laughter).

Gentlemen, there is a big program impending, and I want you to be able to calculate the time.

Address of the President

It is indeed a pleasure to greet you and bid you welcome to the Twenty-third Annual Convention of the Institute.

Your presence here in such large numbers makes it unnecessary for me to dwell upon the program of the Convention and the unusual events associated with it; your attendance attests to your full appreciation of it.

Nevertheless, I cannot refrain from a brief but proud reference to the fact that the packing industry, through its Institute, has this year the great pleasure and high honor of participating, as joint sponsor with Columbia University, and with the cooperation of the Chamber of Commerce of the State of New York and the Merchants' Association of New York, in the Conference of Major Industries, which will be held on Wednesday, in New York, and in the Dinner to Pioneers of American Industries, on the evening of that day.

Our Place in Industry.

At the Conference, industrial leaders will discuss the current situation in their industries; at the Dinner, honor will be paid to nine pioneers of industry whose contributions to social and industrial progress have made them truly international figures; a type of man to whom all too little outspoken public tribute is paid. That we are participating in the sponsoring of a conference of such importance and a dinner of such significance is, I know, highly gratifying and inspiring to all of us.

Slowly but surely the packing industry is attaining the place in the family of major American industries which its size, importance, and social contribution merit.

I should like to discuss briefly today the work of the Institute during the

past year; to review with equal brevity the current situation, and then to consider some matters, which, in my opinion, are important to the prosperity and progress of our industry.

Activities of the Institute.

In discussing the activities of the Institute's committees and its staff, I shall not go into great detail, because much of the splendid work which has been done during the past year will be described adequately by speakers at other sessions of the Convention. In addition, the reports of the committees will be sent within a short time to the membership.



OSCAR G. MAYER
(Oscar Mayer & Co., Inc., Chicago)
Retiring President of the Institute.

These reports tell the story of the year's progress and accomplishment. I urge you to read them, for only by reading them can you comprehend the wide scope of the Institute's program and the many important activities in which the Institute is engaged.

One of the signal developments of the year was the appointment of a Commission on the Elimination of Waste, with Mr. F. Edson White as Chairman.

Must Eliminate Waste.

On appointment, the Commission promptly entered upon a far-reaching program of the type strongly favored by the U. S. Dept. of Commerce. Each section of the Commission already has made its first recommendations. Those made by the Section on Distributing and Selling have been issued to the membership.

Broadly speaking, they deal with certain widespread and wasteful practices which have arisen as a consequence of the keen competition existing in the industry—practices which are objectionable to all and which can be eliminated only by the cooperation of all.

These recommendations are as follows:

 That rail stock be weighed to the customer on day of purchase.

2. That payment of reversed telephone calls and telegrams from dealers be discontinued unless made necessary by some error or oversight on the packer's part, and that packers study the possibilities of reducing overhead by a study of telephone and telegraph costs in their respective organizations, with a view of reducing this item of expense insofar as possible.

3. That quarter-pounds be charged for on fresh pork, cooked meats, smoked meats, beef cuts, and sausage, up to 25 lbs.; that half-pounds be charged for beyond 25 lbs., and that on boiled hams and similarly priced products, ounces be charged for up to 25 lbs., quarter-pounds beyond 25 lbs.

4. That packers eliminate through accord in various cities and localities any wastes that arise from too frequent deliveries or the delivery of unnecessarily small orders.

Economies Already Realized.

You should know that important progress has been made in several packinghouse centers toward the complete adoption of these recommendations. General adoption and observance of the recommendations will result in the saving of hundreds of thousands of dollars, if not millions, annually.

Equally important recommendations have been made by the Section on Wastes in Raw Materials and Supplies and by the Section on Wastes in Plant Operations. The Section on Accounting and Finance has rendered valuable aid by pointing out possible sources of waste and providing figures and accounting methods by which these can be detected and reduced.

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I shall not elaborate on this program further, except to urge you all to recognize the merits of a concerted attempt to reduce waste in our industry and to lend your full cooperation.

Credit Needs Adjusting.

A matter which would merit the early attention of the Commission on Elimination of Waste is the present credit situation. A persistent pressure on the part of buyers to lengthen terms of credit and to delay payment is noted.

The packing industry has always been the good samaritan to its customers in credit matters at heavy interest cost to itself. There is no good reason why the number of days business outstanding should be increasing; there is plenty of reason, including the best interests of the customer himself, why our terms should be shortened, especially among groups who receive cash for our merchandise. A matter of this sort can be handled only by the industry as a whole at local points, and I commend it to your attention.

The accounting program which is being carried on by the Department of Organization and Accounting, under the guidance of the Committee on Accounting, likewise holds much promise.
Our profits are entirely dependent

upon the soundness and accuracy of our accounting methods. The packer who can distinguish a real profit from an imaginary one and can uncover a loss in its infancy is indeed well off. We are easily deceived in this industry.

Studies Accounting Methods.

The first task undertaken has been the revision of the pamphlets regarding packinghouse accounting methods which were issued seven years ago by the Committee on Accounting. The com-pleted volume, which soon will be avail-able in printed form, will consist of two

The first part will be a discussion of the general theory and practice of cost figuring in the packing industry. It is being written primarily, not for the accountant, but for the packinghouse executive who wishes to have a thorough understanding of the use of accounting.

understanding of the use of accounting.
Part two will deal with the mechanics of keeping accounts, and is intended for accountants in the industry. I believe you will find this book, the work of an able Committee and director, a most helpful contribution.

Confer on Live Stock Feed.

The last year has seen a great amount of activity in the Institute on live stock matters. Gratifying prog-ress has been made on several projects which, of necessity, must proceed

Stock Production has been unusually active. It has had several conferences with producing interests and the heads of the leading agricultural colleges of the Middle West, for the purpose of studying the effect of feeding soy beans and possible methods by which soy studying the effect of feeding soy beans and possible methods by which soy beans may be fed to hogs without producing soft pork. A working committee has been formed of agricultural college representatives and packers for the purpose of finding the answer to this important problem. this important problem.

This same committee, in cooperation with the Committee to Confer with Live Stock Producers, met with a group Live Stock Producers, met with a group of swine growers, to consider some of the problems confronting the swine industry, including the level of pork prices, meat-type hog production, the recurring cycle of hog production and other matters of mutual interest. The United States Bureau of Agricultural Economics, which has charge of the federal statistical work in our industry, also sat in on several of these conalso sat in on several of these conferences.

Hog Industry Efforts.

It is our hope that these meetings will continue in the interest of a closer understanding between packers and producers. Certainly, if the so-called "hog cycle," under whose devastating antics 40 million hogs come to the marthe next, could be flattened out, producer, packer, and consumer would have cause to rejoice.

The Committee on Improved Live Stock Production also cooperated with a group of forward-looking farm paper publishers and others in promoting a proposal for a registry of merit for hogs. Under this proposal, hogs would be judged on the basis of prolificacy,

quality, and yield of primal parts, rather than mere conformity to breed type. Our Committee frankly feels that the old line "champion" droves carrying three to five inches of fat are no champions at all, but a waste of time and

Seek Packer Hog Type.

The swine-type study at Purdue University is still under way. This, as you know, is a study of the possibilities of improving hog types by cross-breeding, and includes feeding experiments looking toward the evolution of a lean, meaty, properly-finished hog. Through the continued efforts of our Committees, further stimulation was given to livestock loss prevention work among producers, shippers and railroads.

The work of the Committee and De-

partment of Purchasing Practice, in my opinion, is one of the most valuable of all the Institute projects.

As I have pointed out before, practically every member can easily save his annual dues each year by taking



F. S. SNYDER (Batchelder & Snyder Co., Boston) Chairman of the Board of the Institute.

advantage of the price arrangements which are available through our Department of Purchasing Practice. It is fine to note how extensively this service is now being used, but still better results could be obtained by many through giving the Institute's purchasing bulletins closer and more prompt attention. They mean money saved.

Benefits Packinghouse Practice.

In the field of packinghouse practice and operations, much has been accomplished. A fifth volume in the series entitled, "Readings in Packinghouse Practice," prepared by the Department of Packinghouse Practice and Research under the guidance of and with the cooperation of the Sub-Committee on Recording, soon will be available. The new volume will deal with "Inedible By-Products," and will include chapters on the manufacture of fertilizer, animal fats and oil, tallows and greases, blood albumen, glue, and waste waters.

These volumes, which primarily are intended for use as instructional material in the Institute of Meat Packing, constitute a most important contribution to our growing literature, which five years ago was practically non-existent and is still far too meager. These volumes are being recognized increasingly as a source of information on latest methods in the industry. Many companies have ordered additional copies for reference use by their executives. As a check on the processes and methods of a plant they are invaluable.

Progress in Standardization.

In the all-important field of standardization, the latest projects completed have included the standardization of brushes and brooms; sizes of paper to be used in the wrapping of smoked meats and containers for the shipment of 1-lb. lard cartons.

By adopting these standards in their plants, members pave the surest way for eventually buying them at lower prices. Standardization enables the manufacturer to produce the products at a lower cost, and enables the packer to reduce his total inventories and to get quicker deliveries. The standards are issued by the Committee only after are resided by the Committee only after a careful survey of the requirements which must be met, and they will prove to be the most satisfactory for the great majority of companies.

great majority of companies.

Surveys were made during the year by the Department of Packinghouse Practice and Research, under the guidance of the Sub-Committee on Engineering and Experimentation, of costs and methods of maintaining dehairing machines and methods of preparing sliced bacon. Information based on the surveys was issued to the membership.

Helps in Many Ways.

During recent months, this sub-committee has investigated many new processes, machines, and materials ,including solidified dioxide as a refrigerant, a liquid sausage seasoning, stainless steels, automatic recording scales, and catch basin skimmers.

catch basin skimmers.

The Department of Packinghouse Practice and Research, with the aid of the Committee on Packinghouse Practice Committees during the tice and its Sub-Committees, during the year, have given valuable advice in operating problems to a large number

of packers.
Useful contributions to the progress of the industry also have been made by the Department of Scientific Research. Several studies of the utmost impor-

Several studies of the utmost importance are being carried on in the Research Laboratory of the Institute, which was founded by Mr. Thomas E. Wilson, at the University of Chicago.

In this connection, you will recall the announcement some months ago of another grant by Mr. Wilson, of \$5,000 toward the expenses of the laboratory. This brings the total grant by Mr. Wilson to \$20,000, a generosity which, I am sure, we all deeply appreciate.

Lard Research Extended.

A thorough-going study of lard is being conducted in the Research Laboratory. A refined piece of apparatus has been devised, which will indicate the comparative stability of samples of lards. The study embraces the effects of such factors as the selection of fats to go into the lard, the manner of processing, and the use of bleaching

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agents on the tendency toward stability. In addition, a fellowship has been established at the University of Minnesota, to study lard and its use in the baking industry.

A study of the cause and prevention of molds was completed and an effective

mold preventive developed.

An exhaustive study is being made on salt penetration and the effect of commercial impurities on the rate of penetration into meat and meat products.

Color Fixation Work Goes On.

One man is working in the Research Laboratory exclusively on color fixation. This has proved one of the baffling elements in the curing of meat. The effect of the agent used, character of the meat, the ratio of pickle to meat, the temperature, et cetera, are being exhaustively investigated. When the industry can synchronize color fixation with next the property of the color fixation with the property of the color fixation. with salt penetration in a mild cure, less plant equipment and less borrowed

money will be needed.

The ham souring problem is still being pursued. Three specific ham souring organisms have been isolated, and the effects of curing agents on them have been studied, with a view to using defenses, such as chilling, salt, and nitrate and nitrite, to the best advan-

Valuable advice was issued to the membership during the year on the cause of soft spots in boiled hams and on a number of other subjects of importance.

Service Laboratory Prospers.

The Institute's Service Laboratory, which is being patronized in a com-mendable manner by an increasing number of member companies, defi-nitely has been placed on a self-sup-porting basis. This objective was porting basis. This objective was reached only after two years of competitive struggle and perseverance. There is every reason to believe, from the character of the service it is rendering, that the Laboratory will continue to be self-sustaining.

The educational work being conducted by the Institute of Meat Packing at the University of Chicago, and the courses being given in other cities by local packers with the cooperation of the Institute of Meat Packing and the Com-mittee on Educational Plans have been

progressing.

Evening courses were given during the year in Baltimore, Chicago, Detroit, El Paso, Kansas City, and New York, for men employed in the industry. The four-year day course for men intending to enter the industry was conducted for the third year at the University of Chicago, with an increased attendance.

The enrollments for the home study courses are increasing steadily. A short summer course in meat packing subjects for faculty members and graduate students of agricultural colleges was held for the second time during the past summer.

Educational Program Broad.

In addition, a comprehensive program of research into various economic phases of the industry has been undertaken by the Institute of Meat Packing. One study is being made of price fluctuations in relation to consumer demand for meat and meat products. Another study deals with regulatory acts, federal, state, and local, affecting the pack-

ing industry. A third study will with capitalization, costs, and profits in the packing industry, and a fourth already under way, deals with study, already under wa the chain store situation.

It is of interest at this time to direct attention to the fact that the three important branches of activity which I have just outlined—operating, scientific research, and educational-have developed as a result of the plan brought forward six years ago by Mr. Thomas E. Wilson for the expansion of the Institute's field of work and service. The importance and value of this great project becomes increasingly apparent.

Public Relations Better.

You are all familiar, I am sure, with e services of the Department of the services of the Department of Public Relations and Trade. This department is unceasingly vigilant in its efforts to protect and extend the market for meat. It issues news statements and prepares special articles which call attention to the food value of meat, the efficiency of the packing industry, and the progress of the industry.



WILLIAM WHITFIELD WOODS (Institute of American Meat Packers) President-Elect of the Institute.

It has been exceedingly successful in discouraging the use of statements unfair to meat and the packing industry in advertisements and elsewhere, and it aids member companies, whenever called upon, with their advertising problems

The Department of Public Relations for several months has conducted the Institute's retail merchandising program. This work consists in part of the preparation of a series of radio talks which are being broadcast from twelve stations by member companies and retail agencies; the preparation of merchandising articles for meat and grocery trade papers; furthering the training program for retail meat dealers, which is being given in more than a dozen cities, under the auspices of the Federal Vocational Board, and the maintenance of cordial relations with retail leaders and associations.

Foreign Trade Protected.

As has been the case during recent

years, the Committee on Foreign Relations and Trade has been exceedingly active in promoting foreign trade and in disseminating information of interest and value to exporting packers.

The Committee also has carried on important negotiations with associa-tions of buyers abroad in connection with trading rules and has represented the packing industry in the fight against increased cable rates. It cooperated with the Traffic Committee in obtaining, late in 1927, from the North At-lantic Conference (the body controlling ocean rates to the United Kingdom) a substantial reduction in ocean rates to British ports.

Then, early in 1928, the Traffic Committee obtained a reduction of practically 20 per cent from the railroads on all packinghouse products moving to seaboard for export. A continuance of the present ocean rates has recently been obtained for 1929, and the Eastern island carriers have just granted a continuance of the present export rail rates for another year.

Educates Meat Consumers.

The Director of the Institute's Department of Home Economics has been busy with meat cutting and cooking demonstrations in many sections of the country. Early this year, for example, she visited the far West, and gave demonstrations in sixteen States, within a month, for the purpose of acquainting housewives, school girls, and, most important of all, home economics leaders, with ways of preparing and serv-ing meat which will bring the best results and the greatest satisfaction. That is one important way of making sure that consumers will want to continue to eat meat.

Following the important discoveries about the food value and medicinal properties of liver, this department pre-pared and issued a thirty-two page recipe leaflet, which contains dozens of recipes for preparing liver attractively. This booklet stresses the fact that pork and beef liver are entirely eligible for consumption, along with calves' liver. The booklet has been quoted widely, owing to the increased interest in liver.

Nutrition Program Pays.

The Director of the Department also has written several articles on meat which have had publication in leading magazines for women, and has supplied information on meat to many home economics leaders, writers, and others.

The Institute's nutritional program, like the home economics program, is conducted on the theory that it pays best to inform leaders of thought, in this case physicians and specialists in nutrition, concerning the value of our product. During the year, a bulletin on "The Use of Meat," the third of a series, was issued to a list of physicians, dietists, nutrition specialists, and others.

In addition, the Department of Nutrition has negotiated successfully with numerous advertisers and others who have made misstatements concerning the food value and wholesomeness of

Eastern Officers of Service.

As in past years, the Washington and New York offices of the Institute have rendered helpful and effective service,

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not only directly to members of the Institute, but also to the staff depart-

These, gentlemen, are only the high-lights of a tremendously busy program. All of you, I know, are entirely familiar with a few of the Institute's services. I have given this relatively brief sum-mary in the hope that you will see further possibilities for availing your-selves of the benefits of the far-reaching work which the Institute is conducting.

Our Institute undoubtedly is one of the outstanding trade associations, and is giving its membership services which no company could acquire otherwise for many times the dues which it pays annually. By reading the Institute's annually. By reading the Institute's bulletins thoroughly and by referring them to those in your organization whose work they affect, you can profit even more from your membership.

Discusses Current Situation.

Notwithstanding the relatively higher levels of cattle and beef prices and recent declines in the prices of swine and pork products, "a very early frost," so to speak, the packing year just ending probably will prove favorable to most members of the Institute.

Even so, the profit margin of the industry will be exceedingly narrow, probably averaging less than two cents per dollar of sales or only a small fraction of a cent per pound of product—a profit so small that it cannot be felt by the average consumer in making his the average consumer in making his purchases and would not change the price of meat appreciably if it were removed altogether, or doubled.

It is interesting to note, and highly gratifying, that, according to the most recent figures of the United States Department of Agriculture, the prices which producers have received for their livestock during the first eight months of the current year averaged consistently higher, in comparison with the five-year prewar average, than the prices of all farm products combined. In other words, prices paid the farmer by the packing industry have aided to raise the general level of farm prices.

Price Situation Analyzed.

According to the latest figures of the United States Department of Agriculture, covering the first seven months of the year, prices paid for cattle by packers operating under Federal inspection have averaged 27 per cent higher than during the same period of 1927. Prices paid for calves averaged 15 per cent higher, and for sheep and lambs, 7 per cent and higher. Hog prices averaged about 14 per cent lower. The wholesale prices of pork products

also averaged considerably lower than during the similar period of the preceding year. Some of the declines were as follows: Fresh pork loins, 12 per cent; fresh shoulders, 17 per cent; pic-nics, 13 per cent; butts, 14 per cent; bacon, 15 per cent; hams, 19 per cent, and lard, 5 per cent.

and lard, 5 per cent.

Production of meat for the current calendar year probably will show a slight increase over the amount produced in 1927. This estimate is based on the fact that production of meat under Federal inspection for the first seven months of the year, the latest period for which complete information is available, was over 3 per cent higher than for the same period during the

preceding year. There were slight decreases in the production of beef and yeal, which were more than offset by increases in the production of pork and

Consumption has kept pace with the slightly increased production, and so far has shown a slight increase.

Exports of meat and meat products for the first eight months of the year

averaged just about the same in quantity and value as for the similar period of the preceding year, as shown by the following table:

DOMESTIC EXPORTS OF MEATS AND FATS. For Eight Months Ending with August.

Lbs. Value Lbs. Value Total meat and meat products: 262,991,875 \$ 49,759,462 294,505,098 \$ 49,034,790 Lbs. Value Lbs. Value Total animal oils and fats: 557,082,541 72,981,813 575,212,325 74,505,422 Lbs. Value Lbs. Value Total: 820,074,416 \$122,741,275 869,718,423 \$123,540,212



THOMAS E. WILSON (Wilson & Company, Chicago) Chairman of Institute Plan Commission.

At the same rate, the volume of exports for the year should approximate more than a billion pounds, worth approximately one hundred fifty million

Imports of meat and meat products for the fiscal year ended June 30th, as shown by the statistics of the United States Department of Commerce, approximated 180,000,000 pounds. This represents about one per cent of the domestic production, and, at our present rate of consumption and as the sole source of meat for our entire population, would fill our national requirements for approximately three days.

Outlook for 1929 Bright.

The outlook for the coming year is encouraging. With our constantly growing population, and with good industrial conditions, the domestic demand should continue to be good. In the export field, government experts and others look forward to a slight improvement in the demand for American meat products.

The hog run this coming winter, while

possibly somewhat smaller numerically than last year, will make up for this in heavier weights, due to heavier feeding of a plentiful supply of corn. Light cuts will probably sell at larger premiums over the heavier than last year, and there will undoubtedly be a heavy production of lard.

Beef, it has been predicted, will still remain scarce and high, on account of the continuing shortage of cattle. This condition should begin to correct itself, however, during the year, through in-

creasing supply.

Many Problems in Meat Industry.

Turning now to the consideration of certain problems important to the packing industry, I am eager to report to you some interesting developments in connection with the seedy belly nui-sance, which has confronted this indus-try since its inception.

This constitutes, you will agree, a waste of the first magnitude, whose

aggregate, I venture, runs into millions yearly. After some preliminary experiments made in Canada and Wisconsin, it has been decided to spend \$1,000 by setting the University of Wisconsin to work on the problem with a fellowship.

Seedy Belly a Great Loss.

Seedy Belly a Great Loss.

Already evidence seems to incriminate the black hog for the occurrence of black seed. Out of 1,500 white hogs slaughtered recently in Wisconsin, 40 per cent of which were gilts and sows and one barrow. In contrast to this, black seed occurred in only two sows and one barrow. In contrast to this, black seed was frequently found in black hogs, both male and female.

The evidence is not all in, but the indications are very strong that, in addition to asking the producers to produce a meat-type hog, we may have to

duce a meat-type hog, we may have to ask them also to breed them blond wherever white hogs can stand the heat of the sun. What a relief it would be to get rid of seedy cuts!

Meat Type Hog Essential.

Speaking of the meat-type hog brings to mind the fact that much progress to mind the fact that much progress has been made during the past year in clarifying this issue. It has aroused great interest among producers the land over; we have met with them in several conferences, and they have shown an eager desire to furnish the type of hog which the public wents. which the public wants.

We have pointed out to them that the animal which would prove most useful and popular for general purposes (though we indicated that there might (though we indicated that there might be times during which heavier hogs might be temporarily in favor) is the so-called intermediate type: a thicklymuscled, firmly-finished hog, weighing between 190 and 240 pounds alive, with smooth back and belly, a small proportion of shoulder and head, and capable of preducing the 28 to 20, inch loing do. of producing the 28-to-30-inch loins de-

of producing the 28-to-30-inch loins demanded by the retail meat trade.

We have been at pains to point out that the hog desired could be produced out of almost any breed, provided feeding and handling were given due care; that there was no need or desire to rate one breed above another. Baby beef, we have said, is produced in all recognized cattle breeds such as Angus, Shorthorn and Hereford; good lambs are raised in many strains, and the same can apply to hogs.

Swine Growers Show Interest.

Swine Growers Show Interest.

This year the Institute exhibited a

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load of meat-type hogs, such as the packing industry would like to see developed, at the National Swine Growers Convention, in Peoria. We were careful to see that it included a wide variety of breeds. It was the first exhibition of its kind, and aroused great interest, so much so that the producers want the exhibit repeated at the International Live Stock Exposition this winter.

It is more emphatically true each day that the meat-type hog must be developed to a greater extent in this country. Our export trade has suffered



E. A. CUDAHY, JR. (The Cudahy Packing Co., Chicago) Vice-Chairman of the Institute.

more than is realized by the lamentable fact that our average run of hogs cannot compare and compete in point of leanness and yield of primal parts with hogs produced in Denmark, England, Germany, and Canada.

And, right at home, the taboo on fat

And, right at home, the taboo on fat meats becomes stronger each day. Mrs. Spratt is dead—probably of fatty degeneration of the heart, and Jack Spratt is in full control—there is hardly a consumer who doesn't cut away every vestige of what little fat we packers still leave attached to the lean. The rest we put into the lard tank, and what a time we have had this year again, in attempting to market this product! Gentlemen of the producers—give us leaner hogs, but give them finish and firmness before sending them to market.

A Wisconsin Experiment.

I should like, if I may, to point briefly to an experiment recently conducted by the Wisconsin Live Stock Improvement Council, under the supervision of its able fieldman. Two separate lots of grade Chester White hogs were selected, both farrowed in March, 1928, and both closely similar in size and conformation at the commencement of the test. They were raised on farms in Fond du Lac County, about a mile apart.

One lot was fed a heavy corn ration; the other received no corn at all, their ration consisting of barley, with some oats in the earlier feeding period. On September 10th, both lots were sent to Milwaukee, slaughtered, and the following data obtained: The barley lot weighed 223 lbs. alive, the corn lot 216

The back fat on the barley hogs was from 1½ to 1½ inches thick; on the corn lot, from 1½ to 2½ inches. The average length of carcass from the aitch bone to the forward edge of the first rib was 30.1 inches on the barley hogs, and 28.7 inches on the corn lot, a difference of 1.4 inches. The pork loins out of the barley hogs averaged 9.7 lbs., while those from the corn hogs averaged 9 lbs. None of either lot was soft, the corn lot cutting slightly firmer. The bellies of the barley-fed lot were noticeably leaner and better proportioned with respect to thickness of the upper and lower wall.

Diversified Feed Vital.

A single test like this is, of course, far from final, but it indicates what can be done with old-line lard hogs, like Chester Whites, through different feeding. It emphasizes the fact that the packer is not insisting upon specific breeds.

Nor do we wish to intimate that corn need be abandoned, but a diversification of feed is undoubtedly desirable—not only because of the greater proportion of lean tissue developed, but also because there should be substitute feeds on hand to tide over periods of scant corn production. Such years come frequently, and are the basic cause of the so-called "hog cycle," that instability in the swine industry, which has kept producer and packer in a state of agitation and has been the cause of incalculable loss.

Another matter meriting the attention of producers and packers is the establishment of uniform grades of hogs in the corn belt, a step which has already been recommended to the Institute by certain groups of producers and which has been for some time under study by the United States Department of Agriculture.

It would be as advantageous to have close and intelligible grading in a basic commodity like hogs as it is with wheat, corn, oats, and carcass beef. A workable system of grading has been developed by a committee of packers and producers; it now awaits consideration by the Institute. To be genuinely effective, however, the cooperation of the government in promulgating these grades is necessary so as to insure uniformity of quotations on all central markets and in the press.

Urges Better Grading.

The grading of calves is also capable of great improvement and would have the effect, in my opinion, of greatly improving the quality of our veal supply. Under present day methods, calves are generally weighed in one lot, with perhaps a few undergrades out. Yet a drove of this sort will contain calves whose market value on the rail varies from four to eight cents ner rejund.

from four to eight cents per pound. It has been definitely brought out in Wisconsin that the scarcity of A calves in that State is not due to the cost of feeding out the good calf, but to the fact that the farmer feels that he can get as much for a B and C calf as for a first quality finished animal. If a top grade, a medium, and a poor grade were definitely established, I feel certain that

the quality of our veal would promptly and greatly improve.

In solving grading problems of this kind and in the development of whatever vital statistical information the live stock industry needs, the fullest cooperation of the United States Bureau of Agricultural Economics could probably be secured. Dr. Olson and his staff have repeatedly, this year, evidenced a strong scientific interest in the complex problems surrounding the live stock and packing industry. It should be possible and it should be valuable to develop one of these days reliable information on the current consumption of meat, so as to furnish an index on demand as well as supply.

Must Promote Meat Demand.

This brings to mind what is, after all, the most important problem for our industry to consider; namely, ways and means for promoting the popularity and the demand for meat.

That industry is indeed fortunate whose products are in brisk and growing use, and if the product is meritorious, this is mainly a question of keeping the public informed. Indifference of our industry to this basic principle has for several decades given other food industries an undue advantage.



ALBERT T. ROHE (Rohe & Brother, New York City) Vice-Chairman of the Institute.

They have spared no pains nor expense to capitalize it. Add to this the subtle effect of the pronouncements of pseudoscientists, to the effect that meat as a food must be carefully scrutinized, and you have a situation that has done more than anything else to take the zest out of our industry.

But on all sides are signs that the tide has definitely turned. Evidence is coming in that scientists and the public are repudiating the charges that have been unjustly made against meat as a wholesome food. We see an experienced chain of restaurants rebuilding its menus with a wide variety of meats, due to inescapable public demand.

We note a phenomenal increase in the

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nciple other ntage. demand for liver because of the recognition of its superlative health and food value. We observe heartening evidence of the digestibility of lean meat properly prepared, and we read that Stefannson and a companion have prospered in New York City for almost a year on a diet exclusively of meat. Lastly, but by no means least, in this

Lastly, but by no means least, in this day and age we have the evidence of eminent dietitians and physicians in the actual treatment of their cases that

meat is non-fattening.

Reflect, gentlemen, upon the significance of this fact in an age when hard physical labor has practically ceased, when the svelte contour is sought by male and female alike, and it is appreciated more each day that superfluous fat is a detriment to an effective, happy, and lengthy life. Obesity has no place in modern life, and justly so. The trim, sleek audience before me testifies to this fact.

Lean Meat Not Fattening.

The basic food with which to sustain that condition and yet acquire the energy necessary for the strain of modern life is meat and its allied proteins.

Says an eminent dietitian: "Lean meat cannot be classed as a fattening food because the calories furnished are modest and because the eating of fairly



JAY C. HORMEL (Geo. A. Hormel & Co., Austin, Minn.) Vice-Chairman of the Institute.

large amounts speeds up the body metabolism and thus aids in preventing obesity. If one is in normal health, one can keep from being fat usually by limiting quite rigorously the fat, sugar, and starch-containing foods, and by relying on lean meats and similar protein foods, fruits, and green leafy vegetables for most of one's diet."

What would happen to the meat industry if the public, in addition to its innate partiality for meat, could be thoroughly inbued with the momentous scientific fact that they can eat meat and grow thin? Might not the effect upon the entire live stock industry be almost electrifying? Truly, gentlemen, the time was never more opportune than now for constructive association publicity on the part of our industry, and I sincerely hope that the problem of its accomplishment can soon be worked out. It hinges to a certain extent upon the cooperation of the producing elements in the industry.

Some Readjustment Necessary.

The observance on every side of rapid development in industry, the enormous strides in invention and labor economy, in sales efficiency and finance, long ago convinced me that the packing industry must soon readjust some methods to meet the changed conditions of the present day.

Accordingly, I recommended, last fall, to the Executive Committee, that Mr. W. W. Woods, Executive Vice-President of the Institute, be relieved from the first of the year of his administrative duties, to permit him to engage in a fact-finding study of the industry, to discover calmly and as scientifically as possible where the basic troubles lie. The Executive Committee accepted the recommendation. I feel that the difficult work was put into capable hands.

recommendation. I feel that the difficult work was put into capable hands. From time to time you have received interesting reports which have come out of his study. Today he will make his final report, with recommendations based thereon.

Fact-Finding Study Completed.

The industry has never before as an industry had the benefits of a study of this kind. I do not mean to anticipate his words, but I should like to say that, in my opinion, the recommendations which he will make, although some of them may seem revolutionary, are farreaching and sound; that in them lie possibilities for greater stability and prosperity.

After hearing Mr. Woods' report, you will possibly agree with me that any program of this character, if adopted by the membership, would clearly require closer executive control of Institute activities than it has been or would be possible for a President drawn from the industry to extend. It would be a job demanding the full attention of a highly trained, paid chief executive or President.

The control of program and policy, however, should always remain in hands of men whose stake is in the industry, and this can readily be accomplished through the strengthening of the deliberative and policy-controlling organization, the executive and central administrative committees, through the election of a Chairman of the Board, the ranking officer of the Institute. This is modern corporate practice and it should work out with us as well.

In the past, as a practical necessity, the Institute has seen fit to accord its highest office to a person situated close to Institute headquarters. Under the suggested plan, the highest officer of the Institute, the Chairman of the Board, could be drafted into service wherever he might be resident.

The matter rests in your hands.

Stresses Value of Cooperation.

And now, gentlemen, in departing this platform sine die, let me express a final word of gratitude for the almost indulgent support I have at all times

received from you in my attempt to administer this Institute. Without this it could never have been possible for me to continue.

The Central Administrative Committee has been ever willing to lend its wise counsel; the Executive Committee has extended its gracious confidence on all occasions. The hundreds of committeemen have diligently carried forward their important work.

The staff of the Institute, from its deeply respected head, Mr. Woods, and its able acting administrative officer,



JOHN J. FELIN
(John J. Felin & Co., Inc., Philadelphia)
Vice-Chairman of the Institute.

Wesley Hardenbergh, to Joe, the office boy, has always worked in perfect harmony and has unfailingly risen to every occasion.

Many of you are familiar with this unique group of men and women. No finer body of people, happier in their work and more expert in their respective fields, could well be assembled. It has been a pleasure to work with them and I shall not forget this association.

It is my abiding conviction that the Institute is the main hope and bulwark of this industry. It would be inconceivable to function without it.

THE NATIONAL PROVISIONER, though not directly a part of the Institute, has under Mr. Aldrich's increasingly able leadership continued to cooperate heartily with the Institute and its staff. THE NATIONAL PROVISIONER MARKET SERVICE fulfils, I believe, a very important function in trading activities of the industry. We wish here to record our appreciation.

My four years as its President have given me many moments of deep happiness. Spectacular achievements have been few; on the other hand, I should be grateful if I may have helped to lay a foundation on which one industry, so difficult and capricious, yet fascinating, will on some future day, not too far distant, enter an era of greater wisdom and repose in the great service it renders to mankind.

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Convention Committees.

PRESIDENT MAYER: Gentlemen,

PRESIDENT MAYER: Gentlemen, I will proceed with the appointment of convention committees, as follows.
Resolutions Committee—Frank M. Firor, G. F. Swift, F. S. Snyder, E. C. Andrews, E. N. Wentworth, E. S. Papy.
Nominating Committee—Thomas E. Wilson, Chairman; John Anderson, P. D. Armour, L. E. Dennig, Henry Fischer, John Holmes, Chester Newcomb, John W. Rath, A. T. Rohe, E. M. Scroth, H. M. Shulman, F. G. Vogt.
I shall now call upon Mr. W. W. Woods, the Executive Vice President of the Institute, for his annual report.

the Institute, for his annual report. (Applause)

Some Avenues A Search for Betterment Might Take

By Wm. Whitfield Woods.

In submitting recommendations intended to improve the economic situation of meat packing, acceptance of the following principles will be assumed:

1. No packer is entitled to a larger rate of return than is justified by the service he renders.

Competence and efficiency are properly requisite to a profit.

3. Packers of varying efficiency are entitled to rates of profit varying with their degrees of efficiency.

4. No recommendation should be made for limiting any company's effi-ciency or for protecting an inefficient company from the consequences of its inefficiency.

5. Nothing should be undertaken that would be in contravention of the

6. Nothing should be recommended that would interfere with orderly economic progress and the most efficient service of the public.

7. Nothing can properly be done through cooperation to relieve the individual company of the necessity of being fair, efficient and flexible.

Some probable factors tending to narrow profit-rates in meat packing were enumerated as follows:

Slow rate of growth of the packing industry. Stage of the industry's develop-

ment.

General decline in prices.

Decline in exports.

Relatively high price of choice meat cuts (?). 5.

meat cuts (?).

6. Mental attitude of packers with respect to raw materials, sales volume, and profits.

7. Unbalanced distribution of packing

plants and livestock.

Increase in productive capacity as compared with increase in demand.

Increase in efficiency of some com-

Certain changes in merchandising methods.

Irrelevance of production and marketing of raw materials (and hence of product) to consuming demand.

In considering these topics for the purpose of making recommendations to the industry, it is convenient to group them, and in doing so to ignore the sequence in which they are listed.

When the reader examines the pro-



HENRY NEUHOFF (Neuhoff Packing Co., Nashville, Tenn.) Treasurer of the Institute.

posals that will be made, he should realize that all assertions underlying these proposals represent simply the opinion of the writer as to the probable facts, and that he considers detailed research required to confirm or disprove them. This circumstance, however, need not prevent the adoption of any projected measures that, if successful, industry agrees would obviously tend to improve the present situation.

Increase in productive capacity as compared with increase in demand.

The factor just stated is one that can be approached, with a view to construcaction, in several ways.



CHESTER G. NEWCOMB (Lake Erie Provision Co., Cleveland, O.) Vice-Chairman of the Institute.

example, an effort can be made to increase demand; or to divert some of the available capacity to different uses; or to sell part of the facilities to someone who is engaged or who will engage in another line of business; to accomplish a reduction in capacity by consolidation and a discontinuance of the use of certain facilities; or to effect, by consolidation or otherwise, economies which would make it possible to use the full capacity profitably.

Some of these approaches will be dis-

cussed later in this report. The only recommendation to be made at this point deals with productive capacity and the possibility of adjusting it more closely to demand or of using it more economically, rather than with the possibility of increasing demand.

Recommendation.

It is recommended that the Institute establish in its structure a Service on Reorganization, and that this Service, on request of any member or on its own opinion that the industry is uneconomically organized anywhere, be authorized, within its discretion, to make an examination of the present organization with a view to ascertaining what form of reorganization, if any, is indicated—whether it be consolidation, purchase, affiliation, expansion, contraction, conversion, or some other.

It is further recommended that if the Service on Reorganization should report some form of reorganization to be indicated, the Institute may advise the members concerned and place its good offices at their disposal to the extent they wish and to the extent the law allows.

Without a closer study, there seem to be at least three types of situations in the industry that might be examined from the viewpoint just sketched.

Reorganization Analyzed.

One is the case of a group of packing companies doing chiefly a local business most of it confined within the trade territory of the city in which they are situated. There is great duplication of selling and of delivery equipment. There is probably an excess of manufacturing equipment above what would be needed if plant operations could be consolidated.

Another case is that of packing companies, if any, having great and costly distributive facilities in excess of their volume of business.

The third case is that of packers situated near their raw materials but lacking distributive facilities of their own sufficient to handle their volume most effectively.

It would seem worth while to try to ascertain whether consolidations might whether a packer, if any, having excess distributive facilities, and a packer, if any, having deficient distributive facilities. ties might not improve their positions a consolidation of the two organizations.

Slow rate of growth of the packing is dustry.

The value of packinghouse products in 1925 (the last Census year for which figures were available) showed a smaller percentage of increase over the 1914 figure than the average increase for other selected food industries.

Several factors might contribute to

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such a situation: Producers might such a situation: Producers might have deemed it profitable to increase their production of other commodities by a greater percentage than that by which they increased their production of livestock*; or consumers here or abroad may have been unwilling to pay to inof the ses; or meone age in mplish idation for meat prices showing as much advance as the prices they were willing to pay for other foodstuffs. of ceronsoliwhich he full

What can be recommended?

A recommendation will be made herein.

Decline in exports.

Exports declined, in part, because American product could not be sold abroad at prices which the domestic value of livestock and meats brought about. Had there been a smaller proabout. Had there been a smaller production of hogs in Europe or a larger production here, exports or domestic consumption or both would have been increased over the actual figures, because the prices of hogs and pork would have been lower. But this would have meant a smaller production of hogs in some subsequent period, with a probable contraction of exports.

What can be recommended?

A recommendation will be made herein.

Increase in productive capacity and in demand.

Obviously, if more raw material were available, a larger percentage of the plant capacity could be used. The increased quantity of meat would be eaten. What would change would be the price; it would be decreased, and this decreased price would be followed later by a decrease in production. later by a decrease in production.

What can be recommended?

A recommendation will be made herein.

Unbalanced distribution of packing plants and livestock.

The production of livestock shows a considerable geographical shift. Such shifts increase the expenses of such packing plants as are thereby put at greater distance from their raw materials. The shift that has occurred probably has tended to increase the cost of most pork packers and thereby to reduce their net margin below what it otherwise would be.

The shift probably has occurred because farmers in certain areas deemed it profitable to increase or decrease (as the case may be) their production of livestock feed and of livestock.

What can be recommended?

A recommendation will be made herein.

Recommendations Are Advanced.

Recommendations Are Advanced.

The problem, focused for a solution, takes this form:

A packer in competition with other packers, is already getting as much as he can for meat; and, in competition with other packers for his raw material, is already getting the best prices he can on his purchases of livestock. Other conditions remaining the same, a rise in the price of meat would mean a reduction in the amount consumed; and a decrease in the producer's return

*In 1914 the estimated production of meats and lard was 14,956 million lbs.; in 1925, 19,228 million lbs. (The production of the packing industry also includes other commodities.)



WESLEY HARDENBERGH (Chicago) Vice-President-Elect of the Institute

would mean a reduction in livestock production at some future time.

How may the production of livestock and hence of meat be increased without an increase in meat prices which the consumer will not pay, or without a de-crease in the return to the livestock grower which will lead to a subsequent

The problem is to increase both supply and decrease the expense at which that supply is produced.

An effort can be made to do all three of these things, namely: to increase de-

mand; to increase supply; to decrease the expense per unit at which the increased supply is produced.

Recommendation 1.

It is recommended that for a time the livestock activities of the Institute's Department of Waste Elimination and



HOMER R. DAVISON (Chicago) Vice-President-Elect of the Institute

Livestock be directed chiefly toward getting selected state agricultural colleges and other appropriate agencies to study the economic possibilities of increased livestock production in their territories, and to promote such in-creased production within the limits to which it is economically desirable.

It is recommended that the Department of Waste Elimination and Livestock, after studying the situation carefully, call conferences with member companies in areas where the possibility. companies in areas where the possibility of increasing livestock production successfully seems best, and where such an increase would be of most benefit to the industry; and that the Director of the Department work out with representatives of all packers in the areas concerned plans and means of interest. concerned plans and means of interesting the agricultural colleges and other agencies.

Recommendation 2.

It is recommended that the Department of Waste Elimination and Live-stock, with the cooperation of members, attempt to interest agricultural colleges in (1) additional investigations of their own designed to cut the cost of raising livestock, and (2) the possibility of using new feeds available in the areas involved.

In connection with the foregoing recommendation, the writer would like to point out that the suggestion is to point out that the suggestion is perhaps no more radical than a sugges-tion would have been many years ago that a beverage be developed from the loganberry, that tomatoes be made a nation-wide article of food, or that an effort be made to bring about an in-crease of several hundred per cent in hog production in the Northwest.

Mr. David F. Houston, former president of the Agricultural and Mechanical College of Texas, former Secretary of Agriculture, former Secretary of the Treasury, former president of the Bell Securities Company and now president of The Mutual Life Insurance Com-pany, pointed out to the writer, in a conversation sought by me, that orderly conversation sought by me, that orderly production was prerequisite to orderly marketing, and said that when he was Secretary of Agriculture the opinion was held by some that very considerable areas in the West had possibilities of livestock production that never had been developed. The suggestion is appropriate of this point also. appropriate at this point also.*

The foregoing recommendations are intended to increase the volume of packinghouse production by increasing the supply of raw materials. If this is undertaken there should be some adequate effort to increase demand.

Recommendation 3.

It is the candid opinion of the writer that from the viewpoint of the packing industry a cooperative advertising campaign is indicated. Some of the grounds for this opinion have been stated previously. For that reason, and in deference to Institute policy, discussion of the subject may be omitted. Reference to it can not be omitted, how-

^{*}But not necessarily with the same geographical application (except as to parts of the far West). An increase in hog production in the East, under certain conditions, might improve the economic situation of the whole packing industry.

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If it is still believed that the time is not ripe for a cooperative advertising campaign, it is a question whether the other recommendations presented above and intended to increase supply should not also be held in abeyance.

In any event, before anything is undertaken, a committee first should be appointed to study the question of how much meat American consumers reasonably may be asked to buy. (An increased demand for meat is quite possibly within sight without the aid of



T. P. BRESLIN (Standard Packing Co., Los Angeles) Director of the Institute.

advertising; certain prejudices against to have been somewhat meat seem ameliorated.)

Irrevelance of production and marketing of raw materials (and hence of product) to consuming demand.

It has been assumed that the demand for meat is fairly stable. The supply of livestock, however, changes considerably. It is therefore not surprising to find sharp changes in the prices of livestock and in the prices of meats—changes so radical that they are annoying to producer, consumer and packer alike.

In the case of hogs, we seem to have periods of overproduction alternating at relatively short intervals with periods of under-production, with hogs first so plentiful and cheap as to make the hog producer dissatisfied, and then so scarce and costly as to arouse dissatisfaction in other quarters.

Moreover, variations in the annual supply are not the only sort of insta-bility with which the industry must deal. The supply in any given year is not marketed evenly. In general, hog operations are so conducted that there are two high points in pig production and hence two high points in hog marketings: The big crop of pigs is born in the spring and marketed in the winter; the other, but smaller, crop of pigs is born in the fall and marketed

ever, without leaving this survey incom- in the summer. In certain months hogs are marketed and pork produced in excess of the quantities wanted by consumers; in other months, in deficiency.

Just as the marketings of livestock are unstable, so are the marketings of meat. In addition to instability of quantity, the distribution of the surplus may not be made as effectively as possible.

Blind Marketing Destructive.

In blind competition with one another, each of a number of overstocked packers may select the same market as one to which to make his biggest shipment.

As a consequence one market may be glutted while another is relatively undersupplied. Under the present system, a market must be glutted before the certainty of overstocking is known.

What can be done about these things? What can be done to reduce uneconomic fluctuations in the annual supply of livestock (and hence of meat)?

What can be done to reduce uneconomic fluctuations in marketings of livestock (and hence of meat) within the year?

What can be done to market a given

supply of livestock and meat in a more orderly way?

Recommendation.

It is recommended that the Institute install a Department of Marketing and engage a recognized expert as its Director. It is further recommended that this Department endeavor to do the following things:

- 1. Give all lawful cooperation and service to those in the swine industry who are seeking to reduce the recur rent and uneconomic disparities between supply and demand that are disadvantageous to producers and consumers; and, specifically, give all proper counsel, cooperation and servto the Organization Committee for the Swine Industry which has been recommended to the National Swine Growers' Association and to the National Board on Swine Production Policy which also has been recommended.
- 2. Encourage the cattlemen to appoint a committee to study the supply and demand situation in that division of the industry with a view on their part (so far as lawfully may be possible) to reducing disparities between supply and demand, such as the excessive swings in livestock production which sent cattle prices down to ruinous levels and then drove them up to levels which offended consumers in the form of high beef prices.
- Cooperate with associations of livestock producers, livestock feeders, shipping associations, commission men and any other suitable agencies, in an endeavor to obtain more orderly marketing of a given supply of livestock.
- 4. Develop trade statistics including weekly figures on production, total stocks-additions and withdrawalsand, perhaps, on an index basis rather than on the basis of actual tonnage, stocks in and shipments to specified consuming markets; so that the marketing of meats may be carried on in a more nearly informed

The foregoing recommendations, however, do not treat specifically, although

they touch indirectly, another kind of instability in this industry—the instability of speculative values.

Because the variations in livestock marketings within a given year are not compensated by changes in consumption, considerable meat must be stored. To be stored for any considerable length of time, it must be frozen or cured.

Curing Meats Speculative.

Under present practice, a very considerable period of time is required for curing certain meats. What the value of these meats will be at the end of that period is a speculation. Very often the packer thinks it will be enough greater to cover the cost of storing and a profit. Consequently, he pays more for his hogs than the worth of the products (less the expense of dressing and cutting) in the current market. He assumes a "cutting loss" in the hope of recapturing the amount involved and something

Meanwhile, the packer's money is tied up in his curing vats, where his meat probably is being cured by much the same process as that used during the last few hundred or few thousand years.



W. F. SCHLUDERBERG Schluderberg-T. J. Kurdle Co., Baltimore) (Wm. Director of the Institute

The automobile industry faced a similar problem in the painting of automobile bodies. According to common report, it required nearly a month to paint them, and experts called into conference on means to reduce this expense promised to save only a few days. A radical change made it possible to turn out more durably-painted bodies with almost incredible quickness.

According to a newspaper article, certain European engineers considering the possibility of reducing the ratio of poundage to horsepower in the Diesel engine for airplane use had abandoned any effort to bring it below 100 to 1. and then along comes a Packard-built Diesel engine for airplane use with ratio of three to one.

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It is now possible to cure a ham in twenty-four hours. Some method must be developed for doing it commercially and satisfactorily in some such time.

Recommendation 1.

It is recommended that, with the exception of the research on lard, the entire research program of the Depart-ment of Scientific Research be directed forthwith to shortening radically the time required to cure hams and bacon.

Recommendation 2.

It is recommended that the Director of the Department of Nutrition, a chemist of very high standing, devote nearly all of his time to laboratory work on the same problem.

Recommendation 3.

It is recommended that the Department of Packinghouse Practice and Research devote nearly all of its time to the same problem, with the understand-ing in respect to all of these depart-ments that there is no merger of the three departments and that each has an

equal and definite obligation and responsibility in regard to the problem.

The nature of the work in the Department of Nutrition is such that it could be readjusted to permit the release of the larger part of the Director's time for the purpose indicated and the time for the purpose indicated, and the activities of the Department of Pack-inghouse Practice and Research can be so adjusted that the same thing can be

Development of Chain Stores in the Meat Trade.

How, if at all, should the packer alter his policy and his operations because of the expansion in chain retailing of

For a while, some individual packers probably asked themselves the question in this form: "Shall I sell the chain stores?" Most packers eventually stores?" Most packers eventually answered this question in the affirmative, as vendors in other industries had done before them.

Then for a considerable period some packers may have complained (1) that some of their customers were being eliminated or would be eliminated because of the development of chain meat stores; and (2) that there was no profit in orders from the chains.

The cause of the first complaint can be removed only by efficient retailing on the part of the individual dealer; consumers will sustain the merchandising agency which serves them well, whether it be a chain unit or an individual store. There probably is a place for both and for another type of store to be mentioned hereinafter.

The situation which gave rise to the second complaint is only temporary, if it exists at all. Eventually, the chains must pay for their meat the cost of production and delivery plus a profit which gives capital a satisfactory re-turn; and this is true whether they dress their own meat or buy it from someone else.

Integration More Important.

Two questions that eventually should be of far more importance to the packer than the question of whether chains are profitable customers, are these:

- 2. If so, can it be done best by the packer or the retailer (chain), or by

The first question cannot be answered out of hand with certainty. It is the writer's opinion, however, that such integration is economic for the following reasons:

Integration of packing and retailing would eliminate most of the expense of

selling the dealer.

A good many of the operations carried on in the retail store are operations that seem to lend themselves to factory methods—seem properly to belong in the packing house. For example, meat-cutting in some stores is uneconomically done because it compels the employment of a full-time, skilled workman whose entire time cannot be utilized at the tasks requiring his special skill; and, for another example, money is spent by the packer in deliv-

FRANK M. FIROR (Adolf Gobel, Inc., Brooklyn, N. Y.) Director-Elect of the Institute and Speaker at the Convention.

ering, and by the retailer in purchasing and storing, some material that is not adapted for use by the retailer's cus-

Integration would mean closer coordination of production with selling; of livestock purchases with consuming demands; and of sales promotion to the consumer with the kind of product available.

If integration of the meat industry is sound, can it be done best by the packer or the retailer (chain), or by both? On the basis of present experience a trustworthy answer probably would be difficult.

Many Integration Plans.

Some packers in this country and elsewhere have retailed; a number of retailers have conducted slaughtering operations; and at least one retail chain is starting packinghouses experiment-

Theoretically, there are a number of

corning of beef. Some years ago the time required for corning beef was greatly reduced.

1. Is it economic to integrate packing and retailing?

2. If so, can it be done best by the ways in which a packer could promote or participate in the integration of the meat business. Some of them follow:

- Open retail stores of his own.
- Buy out his individual customers.
- Take his customers into partnership.
 Sell out to his individual customers.
 Buy a chain of stores.
- 6. Merge with a chain of stores.
- 7. Sell his packing company to a chain of stores.

So far as the writer knows, no packer intends to open retail stores. Various packers have been deterred from such

a step by reasons having to do with practicability, or sentiment, or both.

As an economic question, the practi-cability of the packer's retailing usually has been discussed only in terms of the hypothetical opening of a string of stores comparable to stores in the present chains. This is by no means the only hypothesis and in some ways probably not the soundest one.

Meat Chain System Old.

While a relatively rapid expansion of chain selling in the meat field may make it seem a new development, it is not; that is, the system is not. The system of small units, conveniently located, was developed, it has been said, when most of the population was afoot. Now, most of the population was afoot. Now, as Henry Ford or one of his executives has pointed out, most of the population is on wheels. A consumer can travel a mile now as quickly as she could travel a few blocks some time ago. Having travelled, she can transport a larger quantity of goods now than she could then, and may do so if she is compensated by a sufficient saving.

In large cities, stores of the Ford type would seem to be practicable. In this connection, an article by Joseph E. Shafer in the Harvard Business Review

Shafer in the Harvard Business Review for April, 1928, has been reprinted in full. A copy of the reprint is supplied to you with this booklet.*

If the chain store experiment in integration-inaugurated by the purchase of a packinghouse in one city and the projection of packinghouses in two other cities—should prove successful and lead to extensive development of packinghouses by chain systems, then these chain systems would become large-scale buyers of livestock and quite possibly would buy them in the country.

Under such circumstances, it might be well for each chain operator and each packer to study the possibility of developing new methods—whether by livestock production, livestock feeding, or otherwise—whereby a part or all of his livestock supply could be assured in advance. Some rubber manufacturers and some sugar companies have seen fit to integrate the production of raw materials with their businesses.

Chain Methods Are Modern.

The writer looks on the chain system as probably representing an advance in as probably representing an advance in the economy of distribution. He does not believe that its growth should be retarded or will be seriously retarded by repressive measures. Unfair competition by chains (or anyone else) should be prohibited; but beyond this sort of regulation the situation will work itself

^{*}The recent and present development by Sears Roebuck and Company of regional stores in large cities might also be examined.

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out justly and with regard to the economics involved. Service of society will be the final measure of the chains' success and of the individual retailer's success also.

At the same time it probably is true that some disorder has crept into trade relations here and there; not only with respect to chain stores, but with respect to all trade, and this disorder should be eliminated.

However, since recommendations on such a point do not apply exclusively to chains they are reserved for statement in another part of this booklet.

ment in another part of this booklet.

A brand is a help to a vendor who achieves good quality. If a packer wishes to sell his branded product to chain stores, he probably will find it an advantage to do all he consistently can to establish his brand with consumers.

In general, whether a packer's outlet be through individual stores or individual stores and chains, the branding of an article of high quality may be helpful in realizing a profitable price for it, as it will also in maintaining its identity all the way to the consumer. Without this maintenance of identity, advertising becomes difficult and sometimes almost futile.

It is recommended that each packer study the possibility of developing or using methods whereby additional cuts of meat may be branded.

Disorderly trade practices.

In the general field of retail merchandising, there was a time when prices would be shaded or changed for a customer unwilling to pay the amount first asked. Now, among the leading stores, a one-price policy is taken for granted. The seller quotes his price, and the customer accepts it or rejects it. There is no bargaining. On the same quantity, the same price is quoted by the same merchant to all customers.

The packer has not yet achieved a "one-price policy." Price lists are issued, but they are often "shaded."

Obviously, a packer must lower his prices if his present quotations do not move his goods; obviously, too, different packers must price their goods differently. But neither of these circumstances necessarily precludes the possibility of an individual packer's sticking to his own price list until it is withdrawn and substitute prices issued.

The Committee on Distribution Prob-

The Committee on Distribution Problems already has recommended that the Executive Committee adopt a declaration that the departure by a packer from his price list before it is withdrawn constitutes unfair competition, and the Legal Committee has advised us that there would be no illegality in such a declaration.

Recommendation 1.

It is recommended that the Committee's recommendation be brought before the Executive Committee for a vote. It is further recommended that the Executive Committee also consider adopting a declaration that each member independently should issue a price list so that competition may be equally open among all members; and it is also recommended that these two declarations be submitted to the membership for ratification.

Differential Units Vogue.

In certain other commodities, there are well-defined units in trade on which

quotations and differentials are based. For example, a ton of coal is a clearly defined unit; and every coal dealer in Chicago would charge more for a fraction of a ton than he would for a ton, and less for a four-ton load than he would for one ton. In the strictly wholesale trade, eggs and oranges and lemons are sold in cases; certain other articles by the gross, and so on.

There are few units for basing differ-

There are few units for basing differentials in the packing industry and the chief unit is a retail quantity.

Recommendation 2.

It is recommended that the Committee on Distribution Problems study the possibility of establishing standard units for each important meat commodity as a basis on which the individual packer may figure his differentials up and down, and that members be asked to pledge themselves to use these units exclusively in making differentials up or down.

It is proposed that the units to which



S. T. NASH (Cleveland Provision Co., Cleveland, O.) Director of the Institute.

the gradations apply should be standardized, but that the amount of the differentials, both as a matter of right and of legal propriety, must be left to the individual packer.

Orderly trade practice is best promoted by standard trade terms. This puts competition more clearly on a basis of price.

Recommendation 3.

It is recommended that the Committee on Distribution Problems report clearly the terms of credit supposed to be typical of the meat business on different classes of commodities and to different classes of purchasers, and that all members be asked to pledge their adherence to these terms in the interest of orderly trade. One consequence would be that competition would be focused more sharply on price and would be more nearly open.

Small orders

Whether to seek or to reject small orders and small accounts, and how to

handle them when obtained, are policy questions which different packers properly may answer differently. One packer may find a vigorous campaign for small orders wise; another, unwise; one, profitable; another, unprofitable, Moreover, there are numerous ways of treating small orders.

It may be of advantage to packers to examine the plans adopted and action taken by various businesses in pursuance of their differing policies with regard to small orders.

Howard C. Greer, Director of the Institute's Department of Organization and Accounting, has been studying costs of distribution in the packing industry, with particular reference to the size of orders; Leverett S. Lyon of the Institute of Economics has been giving attention to the so-called small order problem and the ways in which businesses in various fields have sought to solve it; and the Policyholders' Service Bureau of the Metropolitan Life Insurance Company has issued a report, entitled "Reducing Selling Costs Among Wholesale Grocers," in which small orders are discussed. Other information is probably available on this subject.

Recommendation.

It is recommended that the Committee on Distribution Problems, with the assistance of the Department of Organization and Accounting, investigate and issue a report on policies adopted by various businesses, including packing companies, toward small orders and on the plans or means used in carrying out these policies.

Stage of the Industry's Development.

No recommendations will be offered in reference to this factor, but some discussion more pointed than that which has already been embodied in these reports will be submitted.

Fully occupied by capital, growing slowly, doing business under highly competitive conditions, and operating with varying degrees of efficiency among its constituent companies, the packing industry is situated somewhat differently from relatively new and rapidly expanding industries, such as automobiles, rayon, radio, and perhaps motion pictures.

A lumber mill situated in an area from which all the timber has been cut must move or operate at greater expense, or grow more timber. A meat packer situated in an area in which livestock production has been cut down must move or operate at greater expense, or stimulate increased hog production. A recommendation already has been made in regard to the last possibility.

To increase the supply by increasing demand, or by increasing the efficiency of production so as to leave the producer a bigger net margin at a given price, was the suggestion offered. It need not be discussed again here.

Reference should be made, however, to one or two other industries which have greatly expanded their sources of raw materials or otherwise changed their economic status by research. For example, there is the silk industry. Its raw material formerly was furnished wholly, as in the packing industry, by animals. Now, silk can be made

Two distinguished research administrators—J. J. Carty, vice-president of the American Telephone and Telegraph Company, and Charles F. Kettering, president of the General Motors Research Corporation—have wondered whether synthetic chemistry does not offer great ultimate possibilities in the seem remote now, but they should be considered if there is any validity in the theory that, as a country is more and more developed, it becomes increasingly uneconomic to practice indirect utilization of foodstuffs (as the meat industry does by giving grain and other crops to livestock to convert into its raw materials, instead of itself converting those feedstuffs directly into "meat").

A proposal to make meat without livestock probably would seem as visionary to us now as a proposal to make silk without silkworms could have seemed to silk makers some years ago. We have not yet reached a point where research of this sort is imperative. But if the occasion should arise, either as an opportunity or as an apparent need, it would be pleasant to have it met by the industry itself rather than by agen-

the industry itself rather than by agencies outside of the industry. This applies, if it applies at all, to every new product brought forward to serve an old use. Very often the possibility of such developments has invited the effective interest and energy of those outside of the industry first interested in the field. Paint makers, for example, furnished automobile colors and varnish, but according to common and varnish, but according to common report an automobile manufacturer developed a practical, quick-drying lacquer for automobile use.

Industry Solves Own Problems.

Industry Solves Own Problems.

Sometimes if one has not developed the more economical way to fill an old need, it pays to adopt it. The business of manufacturing vehicles is an instance in point. If Studebaker had confined itself to making the horse-drawn variety it probably would be a much smaller company than it is now; if the Ford and the Packard companies had confined themselves to the land-going variety, these two companies would variety, these two companies would probably be somewhat smaller in size and in engineering experience than they are now; and if the oil companies had continued to give chief emphasis to oil as an illuminant, they probably would now be supplying only a small part of the pertoleum field.

It has been possible to make a change after someone outside the industry had introduced a more popular way of supplying the demand. After radio made it easy to broadcast music, the phonograph industry made a great improve graph industry made a great improve-

and industry made a great improvement in its product.

All in all, however, it may be good policy and good service for an industry to go the farthest, first and fastest, in its own field. A new kind of research may be an aid. But how to make this suggestion specific expends to be helded. suggestion specific enough to be helpful is another question, and one of which discussion in the present connection probably would be premature.

In general, however, it may be recommended that the Institute program

directly from materials like those on which the worms fed.

Synthetic Meat Possible?

Synthetic Meat Possible?

Synthetic Meat Possible?

Synthetic Meat Possible of production of grains and other feedstuffs—as economically as possible.

Mental Attitude of the Packers with Respect to Raw Materials, Sales Volume and Profits.

A packer with more capacity than he is using naturally wants to increase his operations, if possible, without diminishing the amount of his profit. To increase his operations, he must bid in more raw materials; must bid a little higher perhaps than any other packer has bid.

After he has obtained the increased supply of raw material and processed it, the packer naturally wishes to sell the increased quantity of products he has made and at the best price he can get. But if he can't obtain a price that will give him the same *rate* of profit he has been getting, he must sooner or later sell at the best price he can get.

It may be that the packer, if he has

CHARLES E. HERRICK (Brennan Packing Co., Chicago) Director of the Institute.

worked hard to improve the efficiency of his organization, has increased the amount of his profit while lowering the rate. Or it may be that he has de-creased even the amount of his profit.

No recommendation will be offered concerning this factor. A packer's conscience, his information, his judgment and the efficiency of his company and condition of its balance sheet, probably will continue to determine his policies.

Increase in Efficiency of Some Companies.

If the only difference between two companies is in efficiency, the more efficient company can pay more for raw materials, or accept less for its products, or gain a greater rate of profit than the less efficient company.

Obviously, the Institute should do nothing to rob efficiency or to maintain inefficiency. It can be of some help, perhaps through its downtrants and

perhaps, through its departments and

its committees, in helping a less effi-cient company to help itself become more efficient.

But, in the main, the development and maintenance of a high efficiency must, as a matter of course, be achieved largely by the capability, energy, and persistence of the individual company.

General Decline in Prices.

A general decline in prices may affect the packing industry in two ways. If the price of meats, particularly cured meats, are included in a general decline of prices, the packers' book profits on their inventories may be reduced.

If the general trend of food prices is downward and meat prices are upward, or if most foods go down faster than meats, meat prices may seem higher to the consumer, and the packer may have to reduce his profit-rate.

It seems to the writer that the second set of circumstances, rather more than the first, describes the experience of the packing industry on the more popular meats in the last few years.

Relatively High Price of Choice Meat Cuts.

The so-called choice cuts constitute a minor fraction of the total. Most of the meat eaten may be classified as the less choice cuts: Chuck, plate, flank, rump, shank, et cetera; shoulder, spare-ribs, fat backs, sides, shanks, feet, et cetera.

A general rise or decline in commodity prices is something beyond the con-trol of the packing industry. On this point no recommendation can be made.

It is well, perhaps, that the choice cuts, consumed presumably in greater measure by those able to pay more, should take some of the load off those who are willing to economize.

But it appears probable not only that any of the cuts considered less choice could be raised in public esteem by proper publicity, but that there may be some who would be greatly benefited if they were taught how best to buy, prepare and cook such cuts. For example, it probably would be a service to all concerned to disseminate information on the preparation of palatable dishes from hog livers—a thing entirely feasible. This might relieve some of the pressure on the demand for calf's liver, with benefit to all concerned.

The Institute on one occasion was asked by the head of a Leef department to slacken its educational work on forequarter cuts on the ground that it had been too effective.

Recommendation 1.

With a view to increasing familiarity with a view to increasing raminarity with the less costly cuts and with the palatability they offer when properly prepared, it is recommended that the Institute again take up the question of increasing the demand for the less choice cuts. It is not at all certain that a thorough study would yield an affirmative answer.

Therefore, as a part of this recom-mendation, it is also proposed that a special and temporary committee of economists, home economists and pub-licity men from the industry be appointed to examine this recommendation and report to the Executive Committee at its next meeting or as soon thereafter as possible.

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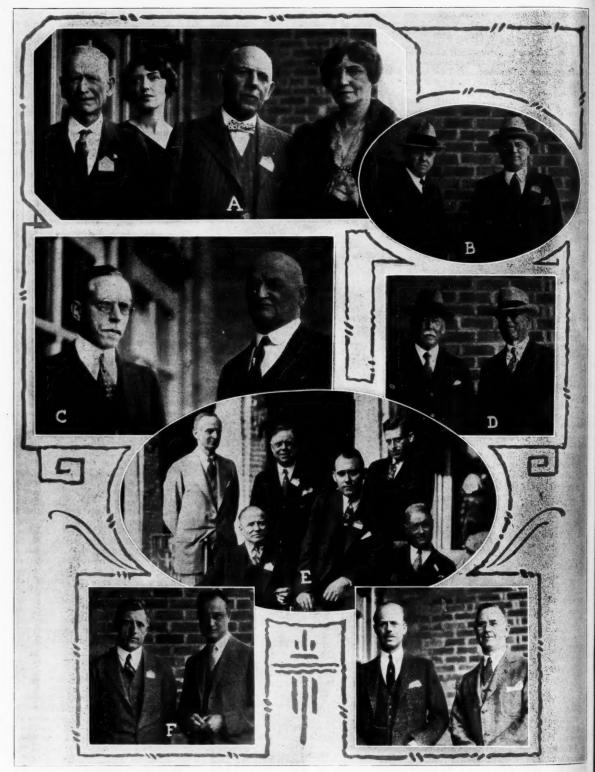
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VETERANS OF THE INDUSTRY AND LEADERS AND PRIZE WINNERS AT CONVENTION.

A—Left to right: Joseph S. Hanrahan, 50-year veteran, John Morrell & Co., Ottumwa, Ia.; Miss Della Nuckolls; Lewis Hull, Pittsburg, Kas., 57-year veteran; Mrs. G. H. Nuckolls, who accepted 50-year gold button for her late husband.

B—Frank M. Firor, the wizard merchandizer; Oscar G. Mayer, retiring president of the Institute.

C—Supt. Ed. Shute, Wilson's New York plant, first prize winner in idea contest; Fred Englen, Cudahy Packing Co., Omaha. second prize.

C—Supt. Ed. Snute, Wilson's New York plant, first prize winner in luca contest, Fred English, Calabara Second prize.

D—W. B. Allbright, dean of the lard refining and mechanical development fraternity; Dr. A. O. Lundell, his right-hand expert.

E—Top row: C. M. Van Paris, Hammond-Standish Co., Detroit; W. F. Price, Jacob Dold Packing Co.; Dan J. Donahus.

Cudahy Packing Co., Chicago; G. L. Talley, Jacob Dold Packing Co. Seated: E. C. Andrews, president Jacob Dold Packing Co. and director-elect of the Institute; B. F. Yocum, general superintendent Cudahy Packing Co., and a leader in operating progress.

F—John Holmes, assistant to G. F. Swift, and Harold H. Swift, vice president Swift & Company.

G—Philip D. Armour and T. F. Driscoll, advertising manager, Armour and Company.

Recommendation 2.

It is recommended that the research work on lard be continued, that minimum standards be developed for the manufacture of lard, and that, when the time is deemed appropriate, lard be advertised cooperatively.

It is recommended that a special and temporary committee of packers, economists, chemists and sales and advertising experts from the industry be appointed to study this subject and report on its status to the Executive Committee at its next meeting or as soon thereafter as possible, the report to cover economics and manufacturing rather than the publicity element involved.

Comment by President Mayer.

PRESIDENT MAYER: I hope this staid and august body has found Mr. Woods' talk and his recommendations sufficiently dramatic and entertaining for one session at least.

The interesting part about his recommendations is that, unlike the report usually made at conventions, it is not a convention talk prepared only a short time before. It represents Mr. Woods' intensive study, with all the assistance that he could possibly command, for a period of about eight months.

Presentation to the President.

JAY C. HORMEL: Mr. President, may I have a moment? (He takes the platform.)

This is a rare pleasure. Oscar, it has fallen to my happy lot to try to tell you something of the esteem in which you are held by these men.

This is one of the world's greatest industries. Here sit the leaders of this industry. You have done things for us that we cannot express. I want to tell you something of the personal prestige that you have attained in this industry, a prestige such as few men have attained in any industry.

We have learned to respect you. We have learned to admire you, and we have learned to love you. We respect have learned to love you. We respect you, Oscar, for the intelligence with which you have attacked all of our problems. We admire you for the fair-ness and the common honesty, the sincerity with which you have dealt with those problems and with us, and we love you for the self-sacrifice that you have put into this work to make the Institute what you have made of it in these four years.

A casual remark by one of your friends in Chicago, a spontaneous response, and it is my privilege to hand you this watch, which I hope you will always carry as a reminder that these men think as much of you, and of your good father for his unselfishness in giving you up to the Institute and the industry for the past four years.

(He presents a watch.) (Prolonged applause.)

PRESIDENT MAYER: Gentlemen I am quite unprepared for this. can say it to repeat what I said in my address, that these have been four happy years of my life in the service of this Institute and this industry, which despite all we love dearly, and in the service of my friends. (Applause)

Let us proceed to the report of the Treasurer.

Prizes for Practical Ideas.
PRESIDENT MAYER: The next order of business is the awarding of the prizes for ideas submitted by members prizes for ideas submitted by members of the industry during the current year. This is a very valuable feature of the Institute's work, which is unquestionably stimulating hundreds of men in the industry towards discovering and trying to discover, during the year, improved processes and methods. Many valuable ideas have arrested from the valuable ideas have emanated from the

stimulation thus afforded.

May I ask Mr. H. P. Henschien to come forward and report as the chairman for the Special Committee on the Prize Contest for Ideas?

MR. HENSCHIEN: We received this year forty entries in the Prize Contest. This was not as many as we have had in previous years, but it is enough to indicate that there is a wide and general interest taken in this competi-tion for prizes. The value of the prize contest lies in the fact that it stim-



H. PETER HENSCHIEN (Henschien & McLaren, Chicago) Chairman Special Committee on Prize Contest for Ideas,

ulates the inventive mind to carry on and perfect ideas which might otherwise remain undeveloped.

The committee has awarded six prizes and twelve certificates of merit.

High Pressure Washing.

The first prize-\$300-is given to Mr. Edward Shute, superintendent of Wilson & Company, New York City. Mr. Shute has perfected a method of washing dressed beef on the killing floor by using a system of high pressure sprays which will greatly reduce the cost of labor and water required to properly wash beef. In the plant where the installation was first used this work is now done by one man. Formerly five men were needed.

Cleaning Beef and Hog Trolleys.

Treasurer. The second prize — \$200 — was awarded to Mr. Fred Englen, an emnual report, approved by the auditors:

Omaha, Nebraska. He invented a machine for cleaning and lubricating beef and hog trolleys. It is a simple and practical piece of equipment which can be built at a low cost and of a size to suit the needs of any plant.

Cooler Door Opener.

The third prize—\$150—was awarded to Mr. R. G. Reynoldsen, of Oscar Mayer & Company, Madison, Wisconsin. He invented an automatic door opener, which may be attached to cooler doors to save time in opening and closing of these heavy doors and also reduce re-frigeration losses. The equipment has been thoroughly tested. It is of practical value on all openings in constant use.

New Type Conveyor.

The fourth prize—\$100—was awarded to Mr. Ralph Ransome, of John Morrell & Company, Sioux Falls, South His invention is a conveyor Dakota. which will travel in a horizontal as well as in a vertical plane, using a single chain and drive. The use of this con-veyor is limited to such product as can be suspended from hooks attached to the chain. It is a practical application of simple mechanical devices and can be installed at a very low cost.

For Measuring Casings.

The fifth prize—\$50—was awarded to Mr. Leonard DiMess, of the Iowa Packing Company, Des Moines, Iowa. His invention is a reel for measuring casings. This machine will simplify the problem of turning out a given number of pieces or lineal feet of casings in each bundle.

A prize of \$100 is given by the Insti-The black of the best presented entry. Mr. Clarence Butts, of C. E. Richard & Sons, Muscatine, Iowa, won this prize. He sent in a model of a boiled ham retainer which the committee considered a model of mechanical perfection.

The winner of the first prize will also receive a replica of the Chas. E. Herrick Trophy.

With all these prizes to award we would like to meet the winners, so if any of them are present, please step up so we can all see you.

This is Mr. Shute, gentlemen. He is the winner of the first prize.

(Applause)

This is Mr. Englen, the winner of the second prize. (Applause)

This is Mr. Ransome, the winner of the fourth prize (Applause)

Certificate of Merit.

Certificates of merit also were awarded to the following men for their ideas entered in the contest:

C. J. Kaufmann, Geo. A. Hormel & Company.

Tom Smith, Geo. A. Hormel & Company.

L. S. Ellis, Swift & Company. Rudolf Punzmann, Geo. Kern Com-

Jack Smith, Geo. A. Hormel & Com-

pany. C. O. Caster and A. H. Spitzenberger,

Swift & Company. W. H. Watson, Cudahy Packing Com-

pany. W. E. Mullins, John Morrell & Company. Harold E. Cook, Jacob E. Decker &

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Fred Englen, Cudahy Packing Com-

Ray Murphy, John Morrell & Company.
Melvin Smith, John Morrell & Com-

pany.

E. F. High, Wil-Do Products Company.

PRESIDENT MAYER: I think this is always a very interesting event.

May we have a motion now concerning the Treasurer's report?

[Upon motion duly made and seconded it was decided that the report of the Treasurer be received and referred to the Central Administrative Committee.]

Gold and Silver Veteran Buttons.

PRESIDENT MAYER: I would like to ask Mr. George L. Franklin, of Pittsburgh, to come forward and present the gold and silver buttons, the gold for 50 years of service in our industry and the silver for 25 years.

GEORGE L. FRANKLIN: It is cer-tainly a privilege, and one that I appreciate very much, to call these men before this convention and pay tribute to their many years of honorable, faithful service. The list of those who have served 25 years, or more, but under 50, is quite lengthy, comprising upwards of 700 names, so I will not tire you by reading them now.

These names, however, will be published in THE NATIONAL PROVISIONER. It is of those who have served 50 years or more that I particularly wish to speak.

Tribute to G. Harvey Nuckolls.

During the past year the grim reaper came into our midst and took from us a man who, if he had only lived a few months longer, would have been here to have received this emblem. I refer to our good friend Harvey Nuckolls of the Nuckolls Packing Co., Pueblo, Colo. We have asked Mrs. Nuckolls to receive this emblem and I am going to ask Colonel Wentworth to please escort Mrs. Nuckolls and her daughter before

[The audience arose amid applause.] Mrs. Nuckolls it is a great pleasure to pay you this tribute in memory of your husband, and you, Miss Nuckolls, in memory of your father. (Applause) Is Mr. Lewis Hull in the room?

Two Men from Two Pittsburgs.

Mr. Hull, when I received this list of the men who had served fifty years in the industry, I am frank to confess to you that this is the first time I was aware that there was more than one Pittsburg. I am told that you come from Pittsburg, Kansas. Mr. Hull, of the Hull & Dillon Packing Pittsburg.

Company, has been in the meat business since 1877, when he started in business for himself at Wheeling, West Virginia. It is evident that you received your training in a good district, for we consider that a portion of our Pittsburgh metropolitan district. In 1888 he and his (Laughter) brother-in-law established the Hull & Dillon Packing Company at Pittsburg, Kansas, of which Mr. Hull is now the sole owner.

Mr. Hull, I take great pleasure in presenting you with this button. (Applause)

Mr. Franklin read the following list

List of 50-Year Veterans.

The following fourteen men were awarded gold buttons for fifty years'

service in the packing industry:
John J. Brittain, Wilson Provision Mr. Brittain is vice presi-Company. dent of the Wilson Provision Company, and has been employed in the packing business since 1878, starting with Fowler Bros.

George Peterson, Geo. A. Hormel & Company. Mr. Peterson has been employed by Geo. A. Hormel & Company since its inception into the packing industry and has fifty years of continuous service to his credit.

Bernard Focke, Sr., Wm. Focke's Sons Company. Mr. Focke has been in the packing business for fifty-three

Lewis Hull, Hull & Dillon Company. Mr. Hull has been in the meat business since 1877 when he started in business for himself at Wheeling, W. Va. In 1888 he and his brother-in-law established the Hull & Dillon Packing Com-



GEORGE L. FRANKLIN (Dunlevy-Franklin Co., Pittsburgh) Chairman Special Committee on Jubilee Button Awards.

pany at Pittsburg, Kansas, of which

Mr. Hull is now the sole owner.

John Schilling, Fort Worth Packing Company. Mr. Schilling has been employed in the packing business continuously since 1872, making his total service fifty-six years.

G. Harvey Nuckolls. Before his death, the late G. Harvey Nuckolls, President of the Nuckolls Packing Company, had completed fifty years' service in the packing industry.

J. Awburn, Cudahy Packing Com-pany, Wichita, Kansas. Mr. Awburn has been employed in the packing busi-ness for fifty years, 22 years of which have been spent with the Cudahy Pack-

ing Co.
John Yates, Cudahy Packing Company, Los Angeles, California. Mr. Yates has been employed in the packing

business for 53 years, having spent 24 years with the Cudahy Packing Co.
George G. Siebert, Sioux City, Iowa.
Mr. Siebert started work in the packing business in December, 1877, and

has been in the employ of Armour and Co., since 1902. He has been employed as a hog sticker for 42 years.

James Robertson, Armour and Company, Chicago. Mr. Robertson has been continuously in the employ of Armour & Co. since 1878 and, since 1890, has been in their carpenter department.

James McAvoy, Armour and Co., Chicago. Mr. McAvoy started in the pack-ing business in 1865, and went to work for Armour & Co. in 1870. He retired on pension several years ago, at which time he was a member of the police force.

George Rumelsbacker, Otto Stahl, Inc., New York City. 52 years in industry.

Robert Boehm, Otto Stahl, Inc., New

York City. 50 years in industry.

Joseph S. Hanrahan, John Morrell &
Co., Ottumwa, Iowa. Completed 50
years continuous service with this company.

Other Gold Buttons Awarded.

During the past year the following men have received gold service buttons for fifty years' service in the packing industry

Wm. Keaton, Wilson-Martin Company, Philadelphia. Mr. Keaton has been in the packing industry since 1877.

Frank Hannan, also of the Wilson-Martin Company. Mr. Hannan first started work in the packing industry Mr. Hannan first

on May 10, 1876.

John Casey, Wilson & Company. Mr.
Casey has been employed as a cattle
dresser at Wilson & Company's New

York plant since 1872. G. W. Whaley, Swift & Company. Mr. Whaley started in the meat business at the age of 17 years. He retired on January 1, 1927, after over fifty years of service in the packing industry. He was manager of a branch house when he retired.

John Robson, Swift & Company. Mr. Robson is a salesman of the Los Angeles, Calif. branch, and has been with Swift & Company for over fifty years.

W. B. Snyder, Swift & Company. Mr. Snyder is now a divisional superintendent for Swift & Company and has been in the meat packing industry for 56 years.

Joseph P. Barron, Batchelder & Sny-der Company. Mr. Barron has been in the packing industry for fifty-four

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Frank A. Burgess, Batchelder & Snyder Company. Nathaniel J. L. Ryder, Batchelder

& Snyder Company.

Fred S. Dudley, Batchelder & Snyder

PRESIDENT MAYER: This session now stands adjourned.

SECOND SESSION

October 22, 1928.

The meeting convened at two-thirty o'clock. F. S. Snyder, Vice President of

the Institute, presiding. CHAIRMAN SNYDER: Gentlemen. I think you will join with me in the feeling that the general subject of this convention-"Operating at a Profit"is perhaps one of the most important which has ever been held, in view of the history of the last few years. I have been very glad in studying this program for the entire series of sessions, to feel that the speakers who

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have been offered to the convention are among the best who have ever appeared before any convention. I am glad also to subscribe to the opinion, which I am sure you will share, that the speakers this afternoon are among the best in that group.

Operating at a Profit.

I am glad to call first upon a gentleman who has a background of exper-ience of great interest and which gives him an opportunity to speak with some authority regarding his phase of the subject. He is President of the Texas & Southwestern Cattle Raisers' Association, member of the executive committee of the American National Live Stock Association, member of the board of directors of the Better Beef Association, President of the Texas Federated Agricultural Association, member of the board of directors of the Texas Jer-sey Cattle Club, and a half dozen other things of that character.

I am very glad to present Mr. R. M. Kleberg, who will address us on the subject of "Producing the Live Stock." Mr. Kleberg! (Applause).

Producing the Livestock

By R. M. Kleberg, President Texas and Southwestern Cattle Association.

Mr. Chairman, gentlemen of the Institute: I want to make one promise to you here and now before attempting to discuss the subject assigned to me, that is, to definitely prove the terminal facilities at least of the speaker from the South. In addition to that, my presentation of this subject will be unique, inasmuch as possibly this is the original draft of this particular presentation.

Since leaving home some three weeks ago, I had the distinguished pleasure ago, I had the distinguished pleasure of receiving an invitation to address you gentlemen from your good presi-dent, Mr. Mayer. It is needless to say that my acceptance was immediate. It so happens that the circumstances

we have at present are so entirely dif-ferent from those most of us can re-member (and by "us" I mean both the packers and the producers in the past), that at this time it is really a pleasure to talk to you gentlemen who really in one way are working for us, the producers, and on the other hand, for whom we, the producers, are really wage earners.

It so happens that the end which I represent, the producing end, is possibly even more difficult than the end which you represent, the sales end and wholesale end, of our business.

We All Make Mistakes.

We, the producers, are composed of an infinite number of individuals. You gentlemen, at least, have the vast ad-vantage of being far less numerically, and in addition thereto of having already accomplished that most impor-tant of all things in this day and time, a thoroughly competent and going organization.

Hearing the talks here this morning brought evidence of the advance that has been made by the meat packing fraternity through this Institute in definition. initely attempting to prevent that most

common of all human things, mistakes. It seems that in my lifetime, in looking back, the outstanding thing that we collectively and as individuals have

been really successful in doing has to do with that particular art, making mistakes. Next, and not one whit less important, we have indulged ourselves in the gentle art of forgetting, and then in a major number of instances of making the same mistake over again.

Therefore, gentlemen, when one considers, and one must at least give some survey of the ground upon which we stand—in other words, our foundation—if we go back, way back, as near as possible to the beginning of things, we will see that we were given four ele-ments, four articles of trade and possession which we might enjoy, which were given to us as our stock in trade.

Four Elements of Possession.

Three of those elements, up to date, have never been capable of human ownership. They are air, light and water. The fourth of those elements, land, is the exception. From the other three, and this fourth, every other essential in the necessity of human life must come.



JOHN W. RATH (Rath Packing Co., Waterloo, Iowa) Director of the Institute.

In the next step, in checking up on ourselves we find that primarily, cer-tainly numerically, the packing frater-nity insofar as the beef end of it is concerned receives a major portion of that with which it works, namely, the

In my state we have a situation which is really interesting. The state of Texas has the largest acreage of any of the states, as you all know. The acreage of that state, up-to-date, insofar as the tilled acreage is concerned,

We have out of the 168,000,000 acres in that state a situation noteworthy in connection with one part of my effort to present to you the problems of the producer. Of that 168,000,000 acres, producer. Of that 168,000,000 acres, 124,000,000 is still devoted to grazing; 44,000,000, the residue, is divided more or less as follows: 32,000,000 tilled, about 9,000,000 left in forest and 4,000,-000 in railroads, highways, swamps, towns, cities and other areas.

Basically, having set before you the

foundation in more or less of a vague way (but I am sure you gentlemen need no explanation concerning the industry and the intricacies involved in between) we find that the grazing area of the state of Texas comprises nearly three-

state of Texas comprises nearly three-quarters of that state, so that the live-stock interests of that state are cer-tainly worthy of our consideration.

A consideration of those questions first, gentlemen, is necessary in order for me to present our side of the ques-tion, or at least one angle of our side, insofar as the effects go regarding you packers.

Community of Interest Exists.

In the first place, allow me to say that personally, I definitely believe and that my belief in this instance is as near a certainty as a belief ever becomes that the indivisibility of identity of interests between the packer and the producer is more evident today than ever before. And certainly, that community of interests between the two has always existed and is really the prime always existed and is really the prime issue when we consider our efforts from the standpoint of American citi-

When one considers the rapidly changing trend of affairs and the progress of the past 25 years, that last 25 years represents more progress than the 950 years preceding. When you consider that and consider this meeting here today, all of you gentlemen definitely engaged in the same line of business and having the same interests with me, we must look at these things, gentlemen, in this day and time, from a different angle.

a different angle.
We have never, heretofore, made what I consider possibly the most important step having to do with the final betterment and the stability of better conditions in both your business and the business which I represent. We have never before arranged between us a definite program whereby we might be informed of your difficulties and you

might be informed of ours.

In the past the producer has brought his questions before you by a roundabout path. He has never had the opportunity, he has never exercised it of directly coming to you and talking over the situation. I can look back, not so very long ago, when you gentlemen considered the producer as possibly your greatest enemy. There was a discussion of a program among producers concerning legislation having to do with your business and directly affecting

Progress Demands Cooperation.

My contention, gentlemen, concerning the entire situation is merely this: Until the packing fraternity has arranged a definite means whereby those who furnish you with their products (which you finally distribute as a wholesaler to the rest of our citizenship), until the time comes when you and I representing that branch can get together and visit together and discuss our problems as I have had the opportunity to hear yours discussed this morning, no real step forward solving the situation and protecting against the future will have

That is my belief. For that reason I regret very much not having had the opportunity to really prepare myself for the address this afternoon.

Taking the opening remarks that I

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Jentlemen, me in the ect of this Profit"important n view of years. dying this es of sesakers who made and checking up on them to find out, if possible, the relationship between the producer of livestock and the citizenship as a whole, and the part we play in government maintenance, and checking up again on the machinery that is used for the manufacture of legislation, we find that, throughout the entire scheme of things, human beings together draw up a program of unit activity which finally resolves into a request for legislation along certain lines having to do with future efforts and future endeavor.

Considering that in 25 years the progress has been so rapid as to set this last 25 years far and above the 950 preceding, how is it possible for us today, through our legislative bodies, to pass a law affecting the basic industry and the distributing agency of that basic industry at this time that would really fit the case even by the time the law was drafted?

Business in Too Great a Hurry.

My contention is that merely through the channels of proper understanding between us, with the situation before us, will it finally be ironed out to where we can carry on without being in such a mad rush. The crowded condition of affairs today, and the problems that you gentlemen as packers have been confronted with, reminds me very much of a rather humorous aneedote.

It so happened that a gentleman of possibly the same proportions as our good friend Ed Wentworth used to boast (I say "used" advisedly as I understand he is very proud of some poundage he has lost somewhere in the shuffle) happened to be on one of our street cars. The conductor happened by at the time to collect the fare. A lady next to him was first in order. She also was pretty well finished. In attempting to get the fare out, and being more or less unsuccessful, the gentleman who was right next to her said, "Madam, I insist on paying the fare for both of us."

She replied, "Nothing of the kind, sir. No gentleman has ever paid my fare, or done anything else for me except at my request. If you please, unless it is absolutely necessary I want to pay my fare."

The gentleman decided for the time being that it was all right and then after a little he said again, "But, madam, I insist that you allow me to pay your fare."

He proceeded to get the money out of his pocket but the lady still insisted she would do it herself. The gentleman then insistently said, "But madam, I wish to make myself entirely clear to you. You have unbuttoned my suspenders three times and this time I am going to pay your fare for you." (Laughter)

Recommends Joint Action.

Now, when conditions become so crowded as to bring about a situation of that sort, the time at least is here for someone to assert himself, or at least for us who represent the clearing house for the basic industry of this country—the producers who produce and the packers who process and distribute our product—to assert ourselves; and, my friends, how can we come to that end with any hope of suc-

cess unless we at least understand each other?

This opportunity seems to me, as an individual producer, that, in your future programs for rearranging and bettering your business, you might follow the most able recommendations presented here this morning and consider the creation of a joint committee of the Institute and those engaged in producing the livestock.

ing the livestock.

We have a number of measures that have been proposed in legislative halls which affect you and affect me; and if we have any personal pride, or if we are true to our belief that that sort of legislation is in the first place uncalled for and, by the time it is passed, will be inadequate and of too early a date to be of any real use, we should get together, gentlemen, and prevent the necessity of even the discussion of such legislation. I believe that legislation affecting us should primarily come to our legislative halls from us alone.



ELMORE M. SCHROTH

(J. & F. Schroth Packing Co., Cincinnati,
O.)

Director of the Institute.

The producers in this day and time, and particularly the beef cattle producers have been through an era of prosperity which I don't believe has ever been remotely approached before in this country. Recalling the period during the war and the conditions reflecting high prices toward the end, and comparing that period with conditions of today, I say to you that the present condition of the producer of beef cattle is so much better than it was that there is no basis of comparison.

Growers Getting Together.

For the first time in my life and in my recollection, the producers of cattle in this country have reason to believe that they have an opportunity to approximate through inventory the stock of goods they carry. In addition, in the past eighteen months the producers of this country have achieved more concerted and more constructive action

and thought than in the past forty years on this particular question. The tragic situation in which the

The tragic situation in which the producers of beef cattle find themselves today, were it possible for them to consider their business as you gentlemen consider yours, might insure us an approach of stability that would profit you and would profit us, and through which the entire nation could properly profit.

At this time the only things outstanding in their significance and in their warning are past history concerning an immediate effort toward overproduction and possibly a failure on the part of some of us to consider why it is we are at present in this condition of luxury, and, in addition, what might happen to us if the scene were changed

is we are at present in this communion fluxury, and, in addition, what might happen to us if the scene were changed. You have heard discussions pro and con on the tariff question. You gentlemen are thoroughly advised statistically of everything pertinent to beef, swine, poultry and other forms of livestock which you handle and process. You are advised of the fact that at this day and time our own individual industry in this country is protected from competition by an embargo. You are also advised as to the nature of that embargo and as to its possible termination within a year.

Tariff Wall Is Shaky.

Now, gentlemen, before something occurs such as the opening of a door that might let in something that would set our cards topsy-turvy let us consider our present condition. Let us do everything in our power—both you, the packers, and the producers—to work out our problems; work out the problems of marketing to the extent that you will not be confronted with an enormous volume of livestock at certain times when you gentlemen take them without needing them and without seeing what you are going to do with them.

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In addition let us check up again the modus operandi of our mutual interest, the solving of problems which affect us through better understanding. In the last analysis, my friends, most seriously, the Institute of American Meat Packers and the packing fraternity at large properly should be the producers' best friends. On the other hand, the producers of this country should be the best friends of the packing fraternity.

ing fraternity.

Without a thorough coordination and understanding of our problems from the standpoint primarily of an American citizen desiring the welfare of the entire country, and considering that the earning capacity of your range land in the first instance is really the bulwark of your defense at this time, it is high time that the men engaged in handling the produce of those range lands and livestock and the produces thereof, knew each other and, in addition, lent each other aiding hands.

Unlimited Production Bad.

It was my pleasure a while back to address in my state a gathering representative of the heads of every organized line of endeavor engaged in agriculture and agricultural production. The thought occurred to me at the time that, in reality, the range man was the best friend the farmer of America has today, and I expressed that thought.

Twenty minutes prior to the meeting and my brief address as trustee for one of the largest ranches owned by one individual at that time in this country, I had been accused by a number of individuals of aiding and abetting the keeping of tillable lands off the market, and of fixing it so that the man who wished to buy good land could not because it was not on the market.

Now let us consider that basically. Take your cotton production or any of your lines of production which already have reached satiety, and consider what increased production or the aiding and abetting of increased production means to those men already engaged in pro-

In addition to that, you gentlemen make it possible for those of us who think we think, or try to think, to pay our taxes on our lands and earn at least a living stipend. Consider the question from any angle you wish—from the angle of a banker or any other line of endeavor and you will readily understand that the earning capacity of the basic industries is possibly the one most important element in this day and time toward an orderly conduct of our affairs and a definite increase in our national prosperity.

Finances Are All-Important.

There is not a packer in this room, nor any man in this room engaged in other lines who is not interested in finances, and if he is, therefore, interested in the worth and integrity of the American dollar. He is, as well, interested in our credit system, and, gentlemen, when you consider the importance and relativity and correlation of land with these statements, you can see why I am so earnest in presenting to you from my side of the fence a reason—and a basic one—why the packing fraternity and the producing fraternity should study these questions from the standpoint of a better national situation.

The questions in producing livestock are not unknown to you. The question of owning and operating a producing plant is possibly not so well known to you as to others, but when one considers the real problems confronting the range cattle men and let's first take one of the most adjacent and work back down the line one readily sees wherein you gentlemen are vitally interested.

It is my understanding that finished beef or feed cattle have in this country a very definite outlet. From the feed pen they go to the slaughter. When they go to slaughter, are slaughtered and you gentlemen have paid for them, then your problems arise.

The question immediately comes up: It is going to be possible for me on this particular bunch of cattle, on this particular market day, to carry out my business according to my own personal wishes? Am I going to be able, in other words, to realize a reasonable profit on my purchase day?

Feeder Buying Uncertain.

The man who bought those cattle and went into the feed pen had possibly a still more intricate problem. He figured, first of all, the fluctuating market of his feed. He possibly bought his feeds before he bought his cattle. If he was a wise man he may have done that if, at the time he bought his feeds, they were cheap.

But in reality, in this day, the mere idea of buying a bunch of feeders is one that I personally would not gladly be forced to entertain. Considering the price of feeders in this country today, the price of feed, and the sales price of beef, it seems to me that we have there three questions absolutely incapable of being divided one from the other. In the last analysis, and going still farther back, that is one of the problems.

Now, when you produce and sell feeders, you are faced with the problem. If I sell the cattle at the price they are worth today, is it going to be possible for me to dispose of the remnant tomorrow or next year? Am I going to herd them? Is the business going to suffer because some people consider that an unreasonable high level has been reached?

These happen to be problems that occur to every producer of livestock in a large way in this country, I believe.



L. E. DENNIG
(St. Louis Independent Packing Co.)
Director of the Institute.

Now let's look at it from another angle, taking into consideration the wonderful program I heard this morning, the address of your good president, and the address of Mr. Woods containing the recommendations of a committee which he heads.

Coordination Is Needed.

Consider the thought that went into both of those preparations and the brains that were engaged in putting that thought into words. Consider this organization as an Institute definitely in touch with domestic and world conditions. Then take the article with which you work, your produce that you buy and the men with whom you trade, and consider the wide division between you and that group known as producers.

you and that group known as producers.
Of what avail is it to you, as packers, to set your house in order, when you consider the number of individuals engaged in producing that with which

you intend to work on this new schedule?

I believe a remark was made here this morning—by Mr. Wilson and again by Mr. Kristler concerning this very question: The futility of planning a definite program in your own business when you consider the prime possibility of some fellow coming in backwards and kicking the whole works over.

Now I maintain that your general program and I am trying to get this thought home to you is not complete in its effort toward the nearest possible approach to a finished machine to serve this country unless the problems of the producer are your problems, and your problems are the problems of the producer.

Producers Willing to Help.

I am firm in my conviction, gentlemen, that, regardless of whether or not you think it can be accomplished, you will find among the producers sufficient quality both mental and otherwise to be well worth your effort, and you will find that the slant of the producer on a problem, if sufficient thought is given to the problem provided it concerns livestock will finally coincide with your own thought.

We are interested in a different bracket of the game, that is all. It is the same game. The marketing problem that confronts a producer today is a problem that every man in this room is thoroughly conversant with.

I shall waste no time in going over the situation except briefly to consider the condition on any of our big markets—a whole bunch of salesmen selling two or three buyers; the buyers, every one of them, friends to each other, members of this Institute, with a definite price behind each purchase; Monday's market opening strong; these many salesmen wiring home to send stuff in, and by Wednesday, when the stuff arrives, you fellows have to buy it anyhow. You don't want it at any price on that kind of basis, but you do buy it. You lose; we lose.

It seems utterly ridiculous to presuppose, because this condition of marketing has not yet been worked out, that it cannot be worked out. I do not believe you gentlemen representing the Institute of American Meat Packers, and we, the producers, are possessed even of reasonable determination and brains if we do not get busy and settle this most vexing problem as nearly as possible while those of us in this room still live.

It ought to be pretty easy if we work together, but it is going to mean that we are going to have to call black black, and white white, and that you gentlemen will have to call me Dick and I will have to call you Bill or John as the case may be. And it is going to be necessary, above all, that we understand each other.

Refrigeration Efficiency.

Let us take one other angle of the question. Let us look briefly into the question of present conditions concerning outside beef coming into this country, or outside livestock products, and conditions prior, you might say, to the embargo I just discussed. We won't consider for the time being, or possibly at all, either the advisability or the

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Let us consider present-day refrigeration processes alone as compared to refrigeration processes at the time the embargo was passed. You heard this morning just brief mention of a number of wonderful inventions. Among those multiple inventions there is none more outstanding in its actual worth and value than the invention and perfection of modern refrigeration.

There is no question but that livestock can be shipped from anywhere in this world by your modern methods of transportation and the commodity delivered to us in more than reasonably good condition.

That particular advance to ordinary thinking people concerning ordinary affairs doesn't mean much in the world today. It doesn't mean much in so far as we are concerned. However, before we make any effort to say that we want or do not want a tariff, or that we want an increased or a decreased tariff, let us understand each other. Let us work this thing out between us.

Initiate Own Laws.

Let us get together, and make a recommendation that is dignifiedly sound, that cannot be torn down readily; and let us make the recommendation, not let the recommendation be made for us.

I don't want to tire you, gentlemen, with the mention of an improved condition or the improvement of old ideas. But in this day and time things change rapidly, and improvements are made over night, which overturn the present day inventions so rapidly as to render them worthless.

Only yesterday, in reading the Philadelphia Ledger, I found one whole page devoted to an entirely new adaptation and application of one of the most ancient of all principles, the principle of the lever. We have had internal combustion motors for a number of years, and a year and ten months ago some gentlemen in Popular Mechanics mentioned the application of the principle of the lever to the end that a certain charge of gasoline within a cylinder might deliver more power to the crankshaft, or in other words, the power that is applied to the rear wheels of a motor-driven vehicle.

Yesterday, for the first time, a whole page was devoted to the motor on that principle where four cylinders capable of delivering 25 horse power under the present method will be capable of delivering 190 by application of the science of the lever to the explosion of gasoline in the cylinder above. It is the same charge of gasoline, the same explosive, the same crankshaft but it has a lever.

Packers Not Alms Seekers.

And yet, when one thinks of all of these years of automobile construction and invention generally, and then considers even the remote probability of fitting a general suit of clothes to our own condition in the form of a law in the form of farm aid or relief legislation and the program is conducted by sane and sound men, they cannot even get that far, my friends, before something happens that causes them to reconsider.

Now let us realize, in this day of enlightenment, that we really need less



JAY E. DECKER
(Jacob E. Decker & Sons, Mason City.

Iowa)

Director of the Institute.

laws; we need less legislative attempts to put us in affluence or put us in heaven. But what we do need is more determination and more application of the principle of the lever to our problems.

We have only a measured and limited ability. Let us use that the best way we can. Let you, the packer, and me, the producer, check this situation over and attempt to keep our troubles, if possible, apart from that great mass of troubles presented for relief troubles and from placing ourselves where we do not belong, among those in this country who ask for alms.

Let us recognize our position, the responsibility of supporting the scheme of things as representatives of a basic industry, and let us go to work.

I thank you. (Applause)

Packer and Producer Allies.

CHAIRMAN SNYDER: I was much interested in the subject matter of Mr. Kleberg's address, as were you also, I am sure.

It reminded me a bit, in its recommendations with respect to the cooperation between the producers and the packers, of a somewhat historic meeting held in Chicago closing up the affairs of the Food Administration, in which I had the pleasure of advising a sentiment which I think was quite general among those working at Washington as to the desirability of close relation between the packers and the producers of this country.

ducers of this country.

That was, of course, founded on our experience in Washington, when we found such excellent results coming from the kind of cooperation we had there. That meeting, you will recall, was one called with reference to the situation of foreign exporting when the allotment orders of the food administration should cease.

It seems to me that cooperation between these groups is admirable and

ought to be. The experience of the war taught the desirability of it. The last ten years has resulted in a great approach in that direction in definite lines, and there is evidently room to do more.

Cooperation Is Keynote.

You will remember when the danger of the breaking down of the price of hogs by the flow of hogs was dealt with, that the embargo went into effect on the flow of hogs until such time as the demand from the packer and his ability to handle it should pick up and exceed the flow. That was possible under war conditions but it is not possible now, except through cooperation, and I conceive that there is a possibility of moving much farther in that direction than is now being done.

The next phase of this subject, "Furnishing the Raw Materials," will be discussed by the Dean of the Agricultural Experiment Station of the Iowa State College.

He has been Director of the Iowa Agricultural Experiment Station for over twenty-five years. He operates a livestock farm. He has judged livestock at nearly all the larger fairs and expositions in the United States and Canada. He has judged livestock at the great Argentine show at Buenos Aires. He was President of the International Live Stock Exposition for three years. He served on a number of special livestock committees of the United States Department of Agriculture. He is also Chairman of the International Corn Borer Committee.

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I take pleasure in presenting Dean Charles F. Curtiss, of the Iowa State College. (Applause)

DEAN C. F. CURTISS: Mr. Chairman, ladies and gentlemen. I wish to express my gratitude at being able to meet with the Institute of American Meat Packers, this great business organization that has such close relations with the agricultural industry.

in the discussion of raw materials today I shall confine myself mainly to the swine industry.

Furnishing the Raw Materials

By C. F. Curtiss.

Pork production is the greatest agricultural industry of the corn belt. Iowa alone marketed \$306,000,000 worth of hogs in 1926.

Fork production in the United States will always be a dominant agricultural industry in the corn belt region, but it will be governed more by domestic and less by foreign conditions than in the past. In 1926 we exported only about 4 per cent of the pork product of the United States, and in 1927 only about

3 per cent.

The marked decline in pork exports from 919,000,000 lbs. in 1920 to 316,000,000 lbs. in 1927 was not due to declining pork production in the United States but to an unprofitable foreign market. This was the result of a marked increase in production and supply of pork in foreign pork-exporting countries and to price conditions at home and abroad.

Food Costs Higher in U. S.

The United States is no longer the source of the cheap food supply of the world.

We will never again occupy that po-sition without conditions that will be f the The disastrous to American agriculture. We disastrous to American agriculture. We are confronted with permanently higher production costs of food products in the United States. This situation holds good in the products of all of our leadetinite to do ing industries. The conditions that have anger brought this about in other industries have had a corresponding result in agri-

culture.

It is only natural to anticipate that American pork products will eventually meet the same fate as American beef and mutton in finding no profitable outlet in foreign markets. Lower capital investment, cheaper transportation,

let in foreign markets. Lower capital investment, cheaper transportation, cheaper labor and, in many instances, cheaper foodstuffs, are the underlying factors which are bringing this about.

Denmark alone has increased her bacon exports to Great Britain 85 per cent since the prewar period. There is a great corn belt in the Danube Valley. This produces a surplus of both ley. This produces a surplus of both corn and hogs that is finding its way into the markets of pork-importing countries, and this region has not yet reached maximum production. Argentine's pork producing industry is yet undeveloped, but it may, in time, rival that country's beef and mutton producing industry.

mg industry.

The price of raw hides has declined 4½c per lb. during the last month. This was due mainly to heavy importation of hides from foreign countries. One large concern, operating extensively in hides, was compelled to charge off a loss of a million dollars in one month; and the cattle industry will eventually sustain losses aggregating several hundred times this amount.

This survey is not intended to paint a gloomy picture, but merely to call attention to existing conditions. We have the best beef and mutton market in the world today, and we can count on a cor-respondingly good market for our pork products, barring periods of overproduction, and provided that the products of the American farm have the same guarantee of the American market as

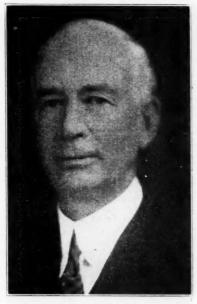
The farmer's dollar will have the same purchasing power as the dollar of other industries when his products have the same market on the same

Pork Prices Need Study.

The pork producing and the pork packing industries have much in common. Both are prosperous on a stable or rising market at adequate prices. Both lost on a declining market. Pork products are not marketed promptly when purchased by the packer, as is the case with beef and mutton. Large quantities are carried in storage from periods of heavy receipts to a time of greater demand.

If hogs were always bought on a basis of what the product could be sold for at the immediate time, prices would be much lower in periods of heavy market receipts. Freedom from excessive and scant receipts and from extreme fluctuation in prices will work to the

advantage of both producer and packer. Both have a common interest in stabilizing supplies and prices. Protecting the American market for American products is the first essential in stabilizing prices. This will become increasingly important in the near future.



C. F. CURTISS (Dean, Iowa College of Agriculture and Mechanic Arts, Ames, Ia.) Speaker at the Convention.

It is not easy to stabilize the producto soft easy to stabilize the production of hogs from year to year. Pork producers are just now giving serious attention to this problem. The production of hogs is closely related to the seasonable supply and price of corn, and these, in turn, are governed by climatic and seasonal conditions.

Moveton prices of bogs in relation to

Market prices of hogs in relation to Market prices of hogs in relation to corn prices are a factor affecting the hog supply. Then again, the consumptive demand for pork products is not constant, and this affects hog prices. All of these factors have to be carefully considered by both packer and producers. producer.

Overcapacity Unprofitable.

There is no gain to either producer or purveyor in excessive production at

the expense of profitable prices, though the latter may profit by the recation more quickly than the producer, but he also takes his losses more quickly on a declining market, particularly if the decline comes when his stocks in storage are heavy.

The packer and producer have a common interest in the type, quality, weight and finish in hogs that will produce the most profitable and readily salable product.

There is no gainsaying the fact that there has been a strange lack of coordination in the past on the part of the pork producer and the packer in the United States.

Thirty years ago the purebred swine breeders, who supply most of the sires, breeders, who supply most of the sires, directly or indirectly, and thereby fix the type of market hogs, were seized with an unexplainable and ill-considered fad for fat, roly-poly, fine-boned hogs. The market was at that time calling for much larger cuts than now. This craze had no logical basis. It went so far that the pendulum had to swing back, and it came back to the other extreme with a vengence. treme with a vengeance.

About ten years ago, at a time when the market was demanding smaller, more compact and less wasteful cuts in all meat producing animals—a de-mand which has exerted a marked influence in bringing about earlier ma-turing and less wasteful carcasses of turing and less wasterul carcasses of beef and mutton—the swine breeders were seized with the extreme big type craze and the type pendulum swung back forty years and more. The type that had been discarded and derided as obselete was again in high favor, and again without any logical commercial basis.

Producer Fads Illogical.

This fad found expression in such names as "stilts," "scissors," and "rainbows," with determined effort to make the hogs fit the names. Hogs of this type found favor in proportion to length of legs and arch of back, with cor-respondingly shallow depth of rib, flabby hams, diminishing digestive



THREE OF JAY HORMEL'S BIG FOUR LIEUTENANTS.

Left to right: E. N. Sturman, sales manager; R. H. Dalgneau, provision manager; H. H. Corey, plant superintendent. All three, together with M. F. Dugan (who missed the convention) were brought up in the Hormel organization and were recently made directors.

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exports to 316,ie to de United foreign alt of a and supxporting itions at

nger the ly of the function, less constitutional vigor and immaturity at proper market weight, wholly out of line with commercial market demand. This fad was shortlived in the extreme form, though a surviving modification yet remains.

Contrast this with what has taken place in Denmark. Thirty years ago the hogs of Denmark were a mongrel type of all sizes, shapes, and colors, and the products had no standing in British or other foreign markets. Denmark was at that time, by reason of disastrous competition from foreign countries, compelled to abandon the growing of grain crops for exports.

Danish farmers set to work to find a foreign market for pork and dairy products. A commission was appointed to go to Great Britain and investigate the demands of that market for pork products and to determine what kind of a hog would profitably produce such products. This commission returned and reported and was clothed with authority to bring about a modification and improvement of the hogs of that country.

The movement made slow progress at the outset, but it gradually got under way and the advantages in the increased value of pork products, and in creased profit to the producer were so forcible as to carry conviction. As a result, the hogs of Denmark are almost completely standardized and their pork products dominate the best bacon market in the world.

Similar methods were followed in improving the dairy industry of Denmark. Only within the past two or three years we have had to increase the duty on butter from 8@12c a lb. so as to keep Danish butter from demoralizing the American market.

Cooperate on Pork Study.

For the first time in the history of the industry in the United States, the pork packers and pork producers have taken the initial step to study this problem together.

At the last National Swine Show in September, the Institute of American Meat Packers was instrumental in exhibiting at that time a car load of hogs of a certain type, thereby setting forth in graphic manner the market demands for this class of hogs.

It is to be hoped that similar cooperative work will result in marked improvement to the industry and that the packers will not only point out and demonstrate the most desirable market types, but that they will also encourage the production of superior types by paying a justifiable premium. A little wider market discrimination will stimulate the production of better types.

The best way to increase pork consumption in our home and foreign markets is to furnish a better product. Producers and packers have a common interest, and they will derive mutual benefit from a solution of this and many other problems pertaining to this great industry.

CHAIRMAN SNYDER: The next speaker of the day is consulting engineer for Armour and Company. I find the speaker is well acquainted with mutual friends of ours in Boston, where he spent some 10 years as head of the great street railway system. Some

of you know him in connection with the construction of ships at Hog Island, where he was for three years.

We will have the pleasure now of listening to the chief engineer of Armour and Company, Mr. James D. Andrew. (Applause)

Operating the Plant By James D. Andrew.

When President Mayer invited me to address this convention, I concluded that he was unfamiliar with my history in the industry. I therefore explained to him that I had been in the industry but two years and was not directly connected with operating. He replied that he was fully aware of that and still desired me to accept the invitation with the hope that my different viewpoint might enable me to contribute something beneficial.



JAMES ANDREW (Armour and Company, Chicago) Speaker at the Convention.

I am, therefore, not going to attempt to tell you gentlemen with years of experience how to conduct the various operations which go to make up the running of a packing plant, but I am going to point out the things which have impressed me as being possible of improvement as a result of my experience and observation in other lines of industry. If any of my remarks appear hypercritical I trust you will not consider them in that light, but credit them to my sincere desire to help raise the standards of the industry.

Successful operation is dependent on two things: A well-organized and welltrained personnel, and properly functioning equipment.

Some Plants Still Crude.

In the beginning of the industry the operating personnel consisted largely of men with strong backs and the equipment was a block and a cleaver. If the boss was a shrewd enough trader and the man with the cleaver hit some-

where near where he aimed, the business prospered. If the handle of the cleaver broke, the man with the strong back tied a rag around it and went on chopping, with a little worse aim than before; but that didn't make much difference so long as enough hogs passed over the block in an hour. That was a pretty crude performance but not much cruder, relatively, than what is going on in a great many plants today.

In spite of the fact that the industry

In spite of the fact that the industry now produces a great variety of highly specialized products to meet a demand which is constantly becoming more exacting, we are still employing too many strong-back men and leaving it to them to tie rags around the equipment when it doesn't function as they think it should.

In order to correct this condition it strikes me that the first thing needed is a proper classification of the organization from laborer to manager, with a definite understanding of the functions of each class. When this is done, and not until then, can we properly draft and train men for the organization and secure the best results from their service by confining it to definite lines.

Definite Organization Needed.

There are three general classes into which the operating organization of any manufacturing plant may be divided. The operating force proper, which is comprised of those who perform the actual operations of converting raw material into finished product; the service force, which provides and maintains the plant necessary for the needs of the operating force, and the records force, which keeps the records of the acts of the others.

In a packing plant each of these forces is divided into many branches and each branch has many grades, but the duties of all are distinct, and, to obtain satisfactory results, must be kept they way.

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I have noticed a marked tendency on the part of many to try to play all of the positions on the team, which cannot be done successfully. The operating force is the present day counterpart of the man with the strong back and is still using too many of that fellow's methods. An enormous amount of work must be done in selecting and training leaders for this force, for from this force will come many of the leaders of the whole organization.

Integral Training Important.

There will always be found some men in the lower grades, who, through superior intelligence, will be capable of advancing, but in most cases it will be necessary to give special training to young men with education to fit them for supervisory positions.

The Institute recognized this several

The Institute recognized this several years ago and established courses of study in conjunction with institutions of learning, but a relatively small number of men have availed themselves of these courses and there are in the industry approximately ten thousand supervisory positions.

It is necessary, therefore, to do a great deal of training in the plants and our greatest care should be that this training be of the right kind and that the men are not taught the ideas of the strong-back and cleaver days.

The makeup of the service force is of particular importance, as in these

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days of mechanized industry the success or failure of the operators is in their hands.

Their first function is the design and construction of the plant, that is, struc-tures and equipment of every kind, and for this there must be engineers, and I mean engineers in the true sense of the word—men with technical training. Confusion on this point often results from the use of the same term in connection with men who run engines and do other things.

Trained Engineers Lacking.

The man with technical training is needed in this work because he has been taught to eliminate guess work and base his decision on facts, to pay attention to details and secure coordinated

From all that I have been able to observe, all of these things have re-ceived but scant attention in the past.

If the operating foreman in a department wanted a new table on which to work his gang, he went to his superintendent for an order on the carpenter shop, for a table. The superintendent would decide that the table should be iron instead of wood, and give him an order on the tin smith or boiler maker. The tin smith or boiler maker would go up to see what was wanted and the foreman would say, "Bill, make me a table about so long and so high and put it over there where I will have plenty of room to walk around it."

Bill, glad of the chance to make work for the unnecessary members of his gang, goes back to the shop and puts his imagination to work and builds something in the form of a table. The foreman and superintendent make several trips to the shop to see that he is getting along all right.

The rigging gang take the table out to the department. When they arrive they find it won't go through the door, so the building gang comes along and knocks the wall out and the table is finally landed and the foreman starts

Much to his surprise it is too small for the job and the men can't work to good advantage, but inasmuch as he told Bill about how big to make it he keeps quiet until it begins to rust, when he goes to the superintendent; but as the superintendent decided to use iron, he tells him to keep his mouth shut and go back and use plenty of paraffin oil so the Government won't kick.

Inefficiency Means Loss.

The incident would appear to close there, but the loss to the company through faulty operation and high maintenance goes on indefinitely. If this job had been handled properly, the operators would have reported to

the operators would have reported to the service force that a new table was required in the department, and an engineer would have been sent to determine the exact requirements. He would first learn what product and how much of it was to be handled over the table; how many men were required to work on the table and what movements they had to make and what space each needed; and what material was best suited to withstand the corrosive action of the product and meet the requirements of the operations and also the movement of the material on and off the table.

With this knowledge he would return to the drafting room and design and



HIS FIRST BUT NOT HIS LAST. Willard C. White, executive of Armour and Company and twin brother of its president, made a hit with his address at the convention, and also had a good time. So did the venders of objets d' art on the board walk.

locate a proper table to enable the operations to be carried on with the least lost motion, having in mind the manner in which the table would have to be installed. The design and specifications would be turned over to the Purchasing Department with recommendations as to the firms best fitted to do the job, and the table would be purchased outside, as there would be just mechanics enough in the plant to do maintenance work and nothing more.

In the meantime, the operators would have attended strictly to their job of operating. This procedure should apply to every item that goes to make up the packing plant.

There is no difficulty in securing trained engineers to perform these



FOLLOWING IN FATHER'S FOOTSTEPS Beattie B. Balentine and W. Louis Balentine, of Greenville, S. C., who have succeeded to the direction of the success-ful packing business of their father. It was Beattie's first convention and he en-

functions, as they are fundamentally the same in all industries. It is well, however, where the size of the business warrants, to have young technical warrants, to have young technical graduates on the staff in order that they may become familiar with the application of engineering principles to this industry and be available to fill vacancies.

Research Work Not Hit-or-Miss.

This same force should handle experimental, research, and development work and in this field the chemical engineer fills an important part, as well as in the standardization and control of all of those operations involving chemistry and bacteriology. In experimental and research work, thoroughness, accuracy, and attention to detail are particularly necessary. Otherwise, misleading re-sults will be obtained which will lead to enormous losses.

I could recite many cases of this kind which have come under my own observation. Some of the so-called tests that I have seen conducted by packinghouse operators remind me of a boiler test that I once saw a boiler inspector make. He arrived on the job without his test

gauge but proceeded to fill the boiler with water and pump up a pressure with his hand pump; when he finished the reported to the superintendent that the boiler was all right. The superintendent asked him what pressure he had applied. He said he didn't know but it was enough because he "bore down like hell on the pump."

Makeshift Methods Employed.

Too much attention cannot be given to accuracy and thoroughness.

Many labor-saving devices have been

Many labor-saving devices have been introduced but a large percentage of them are not producing complete results because of not being complete in themselves or not properly fitted to their surroundings. Many times, when I have criticized things of this nature, I have been told: "Well, you should have seen what we had here before."

An engineer is not satisfied with something which is merely better; he has been taught to strive for the best. Small differences often have enormous

Small differences often have enormous

One of the lectures which I heard at college and which has left a vivid impression on my mind was delivered by a visiting professor—an ex-Navy offi-cer. His subject was "Small Differences in Mechanics" and he held our attention for an hour without any diffitoulty. One of his illustrations was a 15-inch steel beam, intended to carry a heavy load, which broke in two of its own weight when being hoisted into place, because the steel contained a small fraction of 1 per cent more phosphorus than it should. Another was a case of a cockroach crawling into an oil pipe and shutting down a battleship

Condemns Old Drag Chains.

As an illustration of the incompleteness with which things have sometimes been done in the past, let us take the drag chains which have been used for years on killing floors and elsewhere for moving products. These chains have done great work as compared to pushing by hand, but they have been a constant source of expense and trouble.

We have recently made a study of

these chains to determine the cause and

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e force is in these learned that the chain adopted at the time this scheme was put into effect was a cheap type of ice chain designed for use in dragging natural ice into ice houses during possibly six weeks out of the year, and that this same type of chain was still being used for replacements and new installations. The holes in the links of this chain are punched and any punched hole is tapered, consequently the links bear on the pins only at the small end of the hole, resulting in rapid wear and stretch of the chain, which causes trouble.

The manufacturers are now making for us a chain of the same dimensions with drilled holes and heat-treated pins, which we are confident will have at least four times the life of the old type with correspondingly less trouble. This new chain is known as "Armour's Standard" and can be secured from either the Link Belt or Chain Belt Engineering Company.

There is a multitude of places where operations can be improved and costs cut in a similar way, provided they are studied by men with trained minds and free from the worries of operation.

Packers Not Equipment Builders.

Another function of the service force is to maintain all of the plant and operate such equipment as is not directly in the hands of the operating force, such as boiler plant, refrigeration plant, etc. This work should also be carried on under the supervision of a technically trained man and care should be taken to see that only maintenance work is done and not manufacturing, as no packing plant can build equipment as cheaply or as well as a plant which makes a business of it.

If a man running a construction camp, feeding his own men, started to kill hogs to make his own sausage and to cure and smoke his own hams and bacon, we would think him crazy. We don't look a bit better to the equipment manufacturer when we try to manufacture equipment.

New ideas for equipment will frequently originate in the packing house but they should be worked out by the engineers in conjunction with the manufacturer best adapted to handle the job, and he should be given ample opportunity to test his equipment under actual service conditions. There will be but few cases where exclusive use of equipment will be of value to packers in meeting competition, and there is ample opportunity to protect the use of such equipment.

Must Employ Technical Men.

The question will probably arise, "Can the average packer afford to employ these technically trained men?" My answer is that he cannot afford to do otherwise, and the packing industry will never reach the high plane of efficiency now occupied by other industries of comparable size and importance until he does.

In order to sum the whole thing up and possibly make my statement clearer, I am going to compare the organization of a packing plant to that of a railroad.

The operating force in the packing plant corresponds to the traffic department of the railroad. That is the force which actually runs the trains but they do not run the trains to suit themselves; they run them according to schedules worked out by a separate force to meet the requirements of the service, just as our operators must carry on their operations according to specifications furnished by the chemists and others, and just as the train despatcher and his assistants see that the trains run according to schedule and make adjustments to care for unavoidable irregularities, so must we have skilled supervisors and inspectors to guide and check our operations.

Packing Plant Like Railroad.

When the traffic department of a railroad needs more trackage or more equipment to handle the traffic, they notify the engineering and mechanical division and the new facilities are designed and provided by them to fit the demand. It is also the function of the mechanical department to maintain the equipment in running order and of the maintenance-of-way department to maintain the tracks.



F. EDSON WHITE (Armour and Company, Chicago) Director of the Institute.

Just so with us. Our service force should furnish and maintain facilities to meet the requirements of the operating force. Men in both of these services on the railroad are trained for specific duties to which they must strictly adhere, and that is why it is possible to move passengers and freight with the speed and safety with which they are moved today.

they are moved today.

If the packing industry expects to attain the same degree of perfection now shown by the railroads, they must organize and function in a similar way. So much for operating.

There is one thing, however, of greater importance, and that is proper buying and selling. All of the benefits which can possibly be derived from the most efficient operation can be wiped out over night if the buying and selling is not properly conducted.

When some time back I referred to the original packing house, I said that if the man with the cleaver chopped

reasonably close and the boss was a shrewd trader, the business prospered. The shrewd trader had far more to do with the prosperity than the man with the cleaver, and still has.

At that time it was individual shrewdness that was required. Today it is collective shrewdness. Do we have it?

CHAIRMAN SNYDER: Before concluding the program, it has been suggested that we ought to have a word or two from two prominent men connected with the products end of the livestock industry.

The first of these gentlemen is Mr. Frank J. Hagenbarth, President of the National Wool Growers Association. He will talk to us for a few minutes on the question of "Increased Meat Consumption." Mr. Hagenbarth. (Applause)

Increasing Meat Consumption

By Frank J. Hagenbarth, President National Wool Growers Association.

Mr. Chairman, ladies and gentlemen. While it is true that meat has always occupied the position as center of the diet, there is no question as to the need of more practical education of the consuming public on the subject of meat as a food.

Statistics have shown, for example, that the average housewife is not possessed of adequate knowledge regarding meat identification, selection, preparation and so forth. As a matter of fact, these statistics have revealed a condition which is serious. One of the facts revealed was that the woman who buys the meat for the family table is familiar with only two or three steaks and a couple of roasts.

and a couple of roasts.

Coupled with this general lack of understanding, there is the constant effort on the part of the foes of meat to discourage its use through the dissemination of a great deal of propaganda against it. It is true that this propaganda is entirely without grounds, but nevertheless it cannot be disregarded.

The lamb interests have inaugurated a widespread movement in behalf of their product. This is in no way a selfish undertaking, for it is not the intention nor desire to increase the lamb consumption figures at the expense of beef or pork. In fact, the National Wool Growers Association, of which I am and have been president for the past fifteen years, and the lamb feeders who are concerned in this movement, are equally interested in the extension of the use of all meats.

The lamb consumption program was launched approximately a year ago. Its progress to date, covering the entire breadth of the country, has been attended by splendid success. Before going into the subject of its accomplishments, however, it is important that some reference be made to the conditions within the lamb industry which prompted this campaign.

1927 Lamb Prices Improve.

Receipts of lamb at Chicago for the year 1927 were small. In fact, there have been only three years since 1900 showing smaller receipts than 1927. An advance in prices might have been expected in view of this shortage, but it

did not materialize. The average price for the entire year was practically the

for the entire year was practically same as for the preceding year.

Perhaps the maintenance of these low prices during the latter part of the year was due to the slackening of demand on the part of consumers. There was no ready outlet for the rangers and later the lambs from the corn belt

entered a rather sluggish market.

The lamb trade for the year 1927 opened very slow and under marked deopened very slow and under marked de-pression. Heavy shipments at that time sent prices down to the lowest level in four years. Soon after the middle of February, however, reaction-ary forces were in evidence. By the first of June there was a noticeable upward movement in prices. The upward movement in prices. The shortage of lambs was noteworthy and fancy prices prevailed. The peak of \$18.75 per cwt. stood as a high record for the entire year. The average price of lambs for the year was \$1.60 under that of 1925 but was \$4.05 higher than

for the low year of 1921.

The new crop of Southern lambs offered an advantage to the buyer and was responsible for a decline of the average market to below the \$15 level with the top at \$15.25. Increased runs and an inactive dressed market gradually lowered the figures for all transactions, and in September the average prices were down to \$13.60 per cwt.

Market Is Depressed.

During the remaining three months of the year—October, November and December—the markets were very unsatisfactory from the producer's standpoint. Severe depression was especially in evidence during December, at which time there was a further decline of 40c from the low level of September, bringing the average price down to \$13.20. Eastern dressed markets be-came a narrow outlet for lamb supplies.

One of the most unsatisfactory characteristics of the lamb market was the lack of interest in lambs weighing over 90 lbs. As a result, the corn belt feeders suffered severely during the latter part of 1927, while feeders of the west met a similar fate when their lambs made an appearance early in January of 1928. Values at that time declined

to the level of the previous January.
With the closing of the year 1927, Colorado and Nebraska were heavily loaded with practically twice as many lambs in the feed-lot as for the year 1926, while the feeders of the corn belt were practically cleaned up, although they had taken a very heavy loss. With high prices for beef and much lower ones for lamb, it was evident that the outlet for lamb in the east was clogged up, for there was an extremely slow trade in the small stock coolers. A depressed market faced the lamb feeders at the beginning of 1928.

Seek to Prevent Losses.

To avoid, if possible, a recurrence of the severe losses experienced during the past several years, our association took definite steps during the fall of 1927 toward stimulating an increased consumption of lamb. The efforts put forth, however, were not directed entirely to the movement of the lambs then on hand. We were looking into the future, for we fully realized the importance of building a demand which would absorb increasing lamb supplies for years to come.

The government report of January 1928, indicated that the number of sheep on farms at that time was 44,-545,000 head as compared to 41,846,000 head on January 1, 1007 head on January 1, 1927, an increase of 6.5 per cent. It has been estimated that the lamb crop of this year will be considerably larger than that of the year past.

Lamb Campaign a Success.

In turning its attention to this problem of increasing the consumption of lamb, our association first set out to determine whether or not its tentative plans of attack were practical and would bear fruit. Nothing of the sort had ever been attempted in the past, which meant that we could not depend upon and profit by the experiences of others. We were blazing the trail and were inclined to be cautious.

The initial activities took the form of a test campaign. The plan for this campaign consisted of demonstrating to the packer and retailer the newer methods of preparing retail lamb cuts,

and assisting the retailer in making window and shop displays which would attract the attention of all and better acquaint the consumer with lamb products. To this end our association sought the assistance of the National Live Stock and Meat Board. In answer to our request, the Board assumed full charge of the actual campaign work and is still continuing in that capacity. A lamb demonstration specialist is kept busy constantly in the field.

The test campaign was conducted in Springfield, Ill., St. Joseph, Mo., and Omaha, Nebr. Three months were devoted to the work in these cities with emphasis being placed on the merits emphasis being placed on the inertis of lamb and the economy in the use of the less demanded cuts. This was ac-complished by means of lectures and demonstrations, radio talks, magazine and newspaper articles, daily news-paper "ads" of the retailers, and so forth.

The success of this experimental project was most gratifying. The packers reported increased lamb sales, and both lamb feeders and retailers were very much pleased with their in-creased volume. It was very apparent that a step had been taken in the right direction toward bringing to the attention of the nation the real value of lamb in the daily diet.

Need More Advertising.

Statistics have shown the great value of advertising. It is a known fact that food takes a very large part of the consumer's dollar; therefore, advertising in behalf of a food commodity seems to be the logical procedure to the large of the course. follow in good business. Of course, national advertising as it is generally understood has not entered into our effort in behalf of lamb, but it is to be hoped that the time will come when not only the lamb interests but the en-tire livestock and meat industry will be in a position to take full advantage of the possibilities of national advertising channels in the interests of meat products in general.

A recent survey indicated the dominance of food in the yearly budget. This survey showed that throughout the world 48.9 per cent of the income is spent for food. It is only in American ica, where standards of living are high, that the average gets below 30 per cent, and then only in selected groups. The government distribution census rates the food part of the consumer's dollar at 28c; clothing is the only article that approaches it, 25c. Among the working classes the food item rises the working classes, the food item rises as income decreases, the average being 41.7 per cent.

And yet, in the United States food does not dominate in advertising vol-ume. In fact, it yields the leadership to drug and toilet goods. In 1927 the magazine advertising expenditures for drug and toilet goods reached about \$28,000,000, and food only \$26,000,000, while the automotive industry tied with while the automotive industry tied with food for second place. Food advertising has risen steadily and will continue to rise. The variance between the food, clothing, and automobile groups appears to be just, for they are the greatest contenders, by far, for the consumer's dollar.

Progress Made This Year.

To return to the subject of our edu-



THE LONG AND SHORT OF IT. Homer T. Davison, vice president of the Institute, and Miss Esther Evers. secretary to President Woods. (Picture by permission of Mrs. Davison.)

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cational program on behalf of lamb. The success of the test campaign in Springfield, St. Joseph and Omaha attracted widespread interest in the industry. A number of lamb feeder associations of the West, appreciating the possibilities of such work, came forward with their support for further activities. The National Live Stock and Meat Board was asked to continue as director of the campaign, and the Board agreed to do so. An itinerary was prepared which included principally the heavy consuming centers of the country.

The present activities were started in February of this year, and are still in operation, with many sections of the country receiving the benefits of knowing how to use, cut and prepare lamb in the most economical manner. In making the demonstrations the success that they have been, the cooperation of various organizations has been of primary invortance.

primary importance.

The Institute of American Meat Packers has given valuable counsel and aid in the preparation of printed material. The individual packers have taken the initiative and have entered wholeheartedly into the movement. Their representatives are acting as chairmen in the various cities and are arranging in advance all details and dates for the meetings held at these points.

These men and their co-workers are giving valuable assistance toward creating interest in the campaign among packers, retailers and consumers. The commission men also are very active in stimulating interest. The National Association of Retail Meat Dealers and the local associations are assuming much responsibility in arranging for meetings, and are assisting materially in making them a success. The individual retailers are offering their hearty cooperation and are doing all in their power to educate the consumer by means of displays of lamb in their shops and windows. They also are giving out to their customers literature on the subject of lamb.

Demonstrate Lamb Cutting.

The lamb cutting demonstrations are the principal feature of this campaign. They are conducted by Mr. D. W. Hartzell, and his assistants are recruited from the various packing plants or from among the retailers of each city where this campaign is staged. Demonstrations are held for meat retailers, packers, commission men, chain store systems, hotel employees, and so forth.

Threughout the campaign, articles on lamb are prepared constantly and supplied to publications of different types. This material includes news and advertising articles, many of the latter carrying illustrations. Publicity is given to these demonstrations in the various meat trade journals and leading hotel and restaurant magazines. At various times these latter magazines have given space to lamb articles prepared by the home economics department of the Board. The daily and weekly papers were recipients of a clip sheet which carried fifteen separate articles on lamb.

The housewife is not only reached through printed matter but also through the radio, which has had a very telling effect in calling the attention



HAPPY AT THEIR REUNION.

R. W. Carter, head of Swift's shipper pig department, and W. C. Davis, head of the foreign department, came near to being separated for the first time in their Swift career. But Bob recovered and got to the convention in time!

of millions of consumers to the value

of lamb in the diet.

The printed material used in the lamb campaign and issued by the National Live Stock and Meat Board includes booklets and pamphlets, broadsides and window streamers.

Cashing In On Lamb.

One of the most instructive booklets, entitled "Cashing In on Lamb," describes in detail how the different cuts are made. This book has proven very popular among packers and retailers and others who are interested in preparing different lamb cuts. Practically the entire meat industry has been supplied with a copy of this book.

The various retail dealer associations, home economics departments of schools



HERE SHE IS AT LAST!

Mabel Leonard, head of the Joe T. Taylor Brokerage Co., Pittsburgh, Pa. This was her first convention, and the boys all hope she'll come again.

and colleges, and the different food journals all have been supplied with literature pertaining to lamb. At the demonstrations free copies of the "Lamb Menu Book" are distributed. A great demand has been brought about for this book because of radio announcements which state that copies will be mailed free upon request.

In summing up, it is apparent that the educational program has been warmly received on all sides. It has broken down one of the old prejudices in the minds of the retailers that heavy-weight lamb is unsalable. It has shown the retailer the great advantages of the modern methods of cutting. It has demonstrated to him that by using these methods he can dispose of the entire carcass of lamb at a greater profit, at the same time maintaining his prices on a fair level. The fact that he is able to produce far more attractive cuts from the less-demanded portion of the carcass entirely justifies an increase in the sale price of these cuts and makes it possible for him to lower the price accordingly on the more select cuts.

More Confidence in Lamb.

From the standpoint of the packers, the campaign has developed a greater confidence in lamb among packer salesmen. It has brought the packer and retailer together in a better understanding of their lamb problems.

It has been of great benefit to producers and feeders. The government report showed that, for the ten months ending April, 1928, there was a greater slaughter of lambs under federal inspection than for the same ten months of the previous year. Instead of the western feeders taking a loss for their heavy lambs, as was anticipated nine months ago, they received a profit. It is an interesting and significant fact that the trade has absorbed a large percentage of lambs weighing 95@105 lbs. at prices not far from the summit of what light-weight lambs realized.

The program has impressed upon the consuming public the fact that lamb is not necessarily a delicacy, to be limited only to state occasions, but that it is a meat which will fill all of the practical daily needs of the household, and will fit well into a program of economy.

Eastern Production Increasing.

CHAIRMAN SNYDER: Supplementing Mr. Hagenbarth's statement, I want to say that there is a new movement on of beef and lamb stock coming in on the Atlantic seaboard. The principal packers are, no doubt, familiar with that. I think it has shown up some in the last year and it is increasing now.

I remember placing an order for 15,000 lambs at the beginning of the war. That was quite a substantial order and I was glad when the British Government took them over immediately after the outbreak of the war for their own use. I was glad to see the stock coming from the East rather than from New Zealand. You know the quality of that stock. It is excellent. They have the finest grasses in the world and they have no drouths. They make an excellent lamb, and that is competition for the western product unless the tariff is so arranged that it is excluded.

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We will now have to turn to our final address. Some of you are well acquainted with our final speaker. I understand from a great many sources, including my own information, that he is making something more than just a splash in the city of New York.

A Marvel of Activity.

I hear he dictates to two or three stenographers at one time, and writes personal messages with either his right or his left hand, and at the same time holds conferences with two or three people and operates two telephones. They say he is a very busy man!

holds conferences with two or three people and operates two telephones. They say he is a very busy man!

He has one or two mergers on hand that he is likely to consummate while he is here in Atlantic City. We will be very glad to hear from that man himself. Mr. Frank M. Firor, of Adolf Gobel, Inc., New York City, will speak to us at this time. (Applause)

Expanding the Business By Frank M. Firor.

I derive no little amusement from the theories on which the assignment to me of topics for discussion at meetings of this sort are based. Last year I was invited to speak on the subject of "The Function of Accounting in Executive Control." This year my topic is "Expansion." I have drawn my own inferences as to why this topic was assigned to me. Let me say that I am confident that neither I nor any other member of this assembly will ever be asked to speak upon such topics as "Failure," "Liquidation," or "Reorganization."

While I have been assigned to the topic of expansion, the committee in charge of the program has not limited me to any particular meaning of the word. I shall certainly not urge the general idea of expansion in an industry which already has an excess of

plant capacity.

However, I have a few thoughts which come under the general heading of expansion and these I should like to outline. I speak of course from the standpoint of one who has spent most of his working life with the local, specialized type of meat packing plant. In fact I am still working on that basis, for Adolf Gobel, Inc., of which I have the honor to be president, is a corporation owning and operating some seven units of the type I have described.

Specialized Plants Important.

The total business handled by specialized meat food plants of this kind in the large cities of the country is quite large in the aggregate, and I believe it can fairly be said that they occupy an important place in the meat packing industry. I look to see many of them attain further growth and assume invested importants.

or them attain further growth and assume increasing importance.

In order to develop the comment which I expect to make I should like to remind you that we are doing business in a world which has changed greatly since most of us went into the meat packing business, and I should like to advance the suggestion that part of the troubles of the packing industry may be due to our struggles to readjust our business to meet the revolutionary changes that have occurred in the living habits and attitudes of the consumer.

Try to recall, if you will, the conditions that prevailed among our people when the packing industry enjoyed its period of greatest development. Most of the country's population lived on the farm, and most of those who lived in cities and towns occupied the individual family dwelling. Meals were cooked at home; in fact, in most households everything revolved about the kitchen and dining room. People had little cash to spend, they moved around to no great extent, they read from newspapers and magazines, and the influence of advertising and high pressure selling played a very small part in their lives.

Old Meat Plant Simple.

Most of them ate meat three times a day, because it was the natural thing to do and because there was no one to urge substitute foods upon them.

Other important factors entered into the picture but I have mentioned enough to remind you of the conditions under which the meat packing industry developed and established its business methods and practices. These conditions, by the way, continued largely unchanged for a considerable period.

Now please compare this picture with the social conditions which now prevail and which have come to us rather quickly. Population has shifted from the country and small town to the city, and the city has grown to a size that few of us ever imagined would be possible. The apartment house has largely replaced the individual dwelling and the kitchen has shrunk to a position of minor importance.

Some 25,000,000 automobiles enable people to move around as they please; everyone has ready money to spend. The entertainment of the movie house and the radio have become universal. News-

papers and magazines are read by everyone, and no one escapes the influence of the art of advertising. Scores of new foods are available.

Scores of new foods are available. Chain stores handle a large part of the goods sold at retail. Most of these changes, as I have said, have come quickly, in fact, their full effects are only now being felt. We would do well, it seems to me, to consider these things.

Industry Faces New Conditions.

We are manufacturing and distributing a vital and universal food product to a people whose living habits and mental attitude have in a short space of time undergone profound changes—changes of course which bear directly upon our industry. More important still, this process hasn't stopped nor is it going to stop. In fact, the changes of the future may be more rapid than in the past.

We have all been thinking a lot about the economic problems of our industry and asking ourselves what is the matter with the packing business. Let me translate economic phrases into human terms. At the risk of appearing impertinent, I suggest that first of all we think of the packing business, as being a form of service to the public; secondly, that the buying habits of this public are changing mightily, and, thirdly, that we operators are having a deuce of a time to readjust our service accordingly. Isn't that what it all boils down to?

If, in a time of great changes like the present, you are operating a form of service that covers the whole country and employs thousands of men, you are probably having harder going than if you are employing relatively few men and are trying to serve a small section.

and are trying to serve a small section.

That largely explains why many of the local specialized packing companies



THREE OF THE INSTITUTE'S "IS IT'S" AND A "HAS BEEN."

Left to right: Henry D. Tefft, Director of Practical Research; Harry Osman,

Director of Purchasing Practice; Dr. C. Robert Moulton, Director of Nutrition.

The seated gentlemen with the heatific expression is John C. Cutting, former

The seated gentleman with the beatific expression is John C. Cutting, former Director of the Merchandising Department, but now happily a first lieutenant to the new chairman of the Institute, F. S. Snyder, in his private capacity as head of the house of Batchelder & Snyder, Boston, Mass., where the codifish come from.

have made a better rate of profit in recent years than the large national organizations. The economic studies made by Mr. Woods during recent months show this quite clearly.

Smaller Plant More Flexible.

In a word, many of the local spe-cialized firms have been able to work close to their jobs and adjust themselves rather quickly to the changes that have been occurring. It isn't that these firms are in the hands of smarter packers-it is rather a case of a small unit being more flexible and adjustable than a large unit.

Please do not understand me as implying that the local specialized packer is able to dissociate his troubles from those of the industry as a whole, or that this form of organization is the final answer to the major problems of the industry.

Let us see some of the handicaps that this type of organization must seek to overcome.

First of ali, there is the buying problem. If I am the operator of a small local plant in the East, buying relatively small quantities at long range, I can hardly hope to do as well as the large operator who buys on the spot.

I think that this will stand without further argument.

I have referred to the difficulties of selling any kind of goods at the present time. To succeed one should have the best advertising and merchandising aids, and if the small packer provides himself with these resources he finds his overhead jumping. The large operator, of course, can carry these charges very comfortably. These are serious handicaps and un-

less overcome fairly effectively, constitute an offset to some of the advantages of the small plant.

Combinations Suited to Times.

Well, if you pool the buying of a group of smaller operators, and if you are able to divide among them the costs of skillful merchandising direction, haven't you done much to overcome this handicap, while at the same time retaining the advantages of the small unit? This assumes, of course, that each unit in the group under the new arrangement is permitted to keep its own individual management, etc.

When you start to think along these lines you will, if you are a small op-erator, begin to think about the ad-vantages of combination. That was the thought-some of the thought at least behind the development of the Gobel hook-up.

Combination, or rather the joining up of certain smaller plants, provided there is assurance of no loss, either of flexibility or of the localized point of view, is to my mind a form of adjustment which seems suited to these changing times.

These combinations are, of course, a form of expansion, and they constitute the kind of expansion which I regard as being quite suited to the present needs of the industry.

Let me now turn to another phase or so of our problem, and please understand that I am still speaking from the standpoint of the local, specializing operator. Many of my friends in the in-dustry are troubled over the newfangled ideas that seem to be making











FIVE PAIRS TO DRAW TO.

1—George R. Cain, advertising manager Swift & Company, and J. R. Hoskin-

ager Swift & Company, and J. R. Hoskinson, of London.

2—E. J. Ward, United Cork Companies, and W. V. Jamison, president Jamison Cold Store Door Co.

3—E. C. Andrews, president Jacob Dold Packing Co., and W. F. Price, general manager.

4—Dr. R. F. Eagle, assistant to the president, and Allen McKenzie, mechanical superintendent, Wilson & Co.

5—Otto Weber, of Otto Stahl, Inc., New York, and W. F. Schluderberg, Baltimore.

headway in the industry-the new kinds of packages, the smaller packages, the increasing emphasis on containers generally, and, in particular, the employment of advertising effort.

Readjustment Is Necessary.

I hardly see how we can escape this development. It is all a part of the changing world in which we live. must never cease to remind ourselves that habits, customs and attitudes have changed, are changing and will change, and that unless we adjust our business in line with the trend we shall shortly have no business to change.

I sometimes think that at Gobel's we give as much thought in our way to the dressing up of the frankfurt as a motor car manufacturer does to a new body model. We tried the experiment of installing an elaborate electric roaster in our concession at a great recreation park in Westchester County and our sales doubled over night.

Our attitude as packers should be that any promising innovation justifies a trial. Let me take just one exception to this: The public will tolerate no lowering of quality.

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Experiment as you will with new package and other innovations, but as you value your business life, stick to quality. Any successful manufacturer of meat products has just one form of competition to fear-the production of a better product than his own.

The public demands quality; it wants to take quality for granted. Hence the trademark.

In former times people had the time, the ability and the inclination to shop around and try and test until they had discovered quality, and they were will-ing to do this day after day. This ap-plied to all kinds of merchandise. Then some business genius made the discovery that you could claim all these steps, that you could hitch up a quality product to some distinguishing symbol or trade mark and apply to the combina-tion the gentle art of advertising.

Quality Creates Values.

That happy thought was destined to upset the business world. As an extreme example of what has occurred, let me mention the recent sale of Maxwell House Coffee to the Postum peo-ple. Some \$45,000,000 was paid for the Maxwell business. Of this tidy sum approximately \$5,000,000 covers the item of assets, but it required all of the remainder of the \$45,000,000 to cover the thing which I am trying to describe. The Postum people would call it good

will, or earning power.

Whatever the term, it is clear that ownership of a distinguishing package and trade mark which is associated with quality is something highly desirable. We cannot, therefore, in the present era overlook the package, the brand and the association of the brand with quality.

At the beginning of these comments I referred to my belief in the present and future of the local specialized meat packing plant. More specifically I referred to the meat products business of which my own firm is an example, and of which there are many in the indus-

My reason for this confidence is based upon the fact that the increasing popularity of apartment house living is 28.

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creating a broad market for all kinds of prepared meat products. Not enough has been done to cultivate this market or stimulate its growth.

Autos Increase Meat Sales.

And, in this connection, need one refer to the enormous number of road-side refreshment stands which have come into being as a result of the wide-spread use of the automobile? Here we have an enormous and ever-grow-ing outlet for the frankfurter and this is certain to be reflected in the operating results of the meat products busi-

It has always seemed to me that this field offered splendid possibilities of public helpfulness on the part of the packer. With this thought in mind our firm, for the past two years, has offered architectural prizes through the Art Center of New York for the best design of structure suited for the roadside refreshment stand, our thought being to encourage an improvement in their appearance and usefulness. As a result of this competition, some excel-lent designs have been produced and our hope is that they may be adopted by stand owners and concession owners.

In closing, I should like to stress the benefits that are certain to follow close cooperation between packers in any given city, and to go on record as being heartily in favor of any plan which will give the members of the industry better information in respect to the movement of products into given points.

In respect to cooperative effort and the compilation and exchange of information, the meat packing industry, due to what I believe is an exaggerated sense of caution, is lagging far behind most American industries.

(The meeting adjourned at four-thirty o'clock.)

THIRD SESSION

October 23, 1928.

The meeting convened at 10:20 a.m., Mr. Thomas E. Wilson, Chairman of the Institute Plan Commission, presiding.

CHAIRMAN WILSON: Ladies and Gentlemen: The session this morning has to do with the Institute Plan. I don't know whether all of you people heard Mr. Oscar Mayer's address, but if you did you were probably impressed, as I was, that it is pretty difficult to point out the dividing line between the activities of the Institute proper and the activities of the Plan. That is as it was hoped it might be when the Plan was inaugurated. It was hoped that the work of the Plan would mesh into the work of the Institute.

The supervision of the plan is done by the Institute. The executives of the Institute control the organization working directly under the Plan, and I think you people probably in hearing Mr. Mayer's talk would fail to recognize just which fell under the Plan and which fell under the old plan of the Institute itself. Institute itself.

We have a long program this morning and your Chairman is going to try to take as little time as possible in between. We will go along with the program and if there is any time left I am going to take the privilege of say-

ing a few words with refernce to the Plan at the close.

The first number on the program has to do with the improving of the personnel—"Our Experience with Graduates of the Institute of Meat Packing." Mr. Kearney is down to make that talk, but in his absence Mr. Simpon is region to address. We (Applease) son is going to address us. (Applause)

MR. SIMPSON: I am very sorry Mr. Kearney is not here to present this paper. He asked me to acknowledge to Mr. A. H. Carver of Swift & Company the assistance in preparing the

Improving the Personnel

By A. T. Kearney, Swift & Company.
We are glad to tell you about our
experience with the graduates of the
Institute of Meat Packing courses to the extent that we know just what it has been.

The time has been too short since they entered our employ for us to be



DR. W. LEE LEWIS (Director of Scientific Research) Speaker at the Convention.

either able or willing to express posi-tive opinions or draw final conclusions. On some points we feel reasonably clear; on others, the evidence is too in-complete to warrant even an intelligent guess. About all we can do, therefore, is to lay before you the facts as we

have observed them.

Five graduates of the 1926 class entered the employ of Swift & Company.

All are still in our employ and are making satisfactory progress. Several

making satisfactory progress. Several have done rather exceptionally well.

Swift & Company employed five of the 1927 graduates; later one of these resigned because he felt he was better adapted to business other than meat packing. We have two men out of that class of 1928. Sumarizing those figures we find that we have hired a total of twelve of the Institute graduates and that all are still with us excepting one. Less Turnover Among Graduates.

These facts, supplemented by our observations of the men who have been employed by Swift & Company, furnish a basis for at least one conclusion which appears to be beyond dispute; namely, that the turnover among those Institute of Meat Packing graduates who later enter the industry is very much less than it is in the case of other college graduates.

This is probably due, first, to the fact that these men are definitely inclined toward the industry before they begin taking the course and, second, to the familiarity which they acquire, dur-ing their course, with the conditions under which packing house work is done. They are not so likely to be surprised and discouraged by the character of their work, once they have begun it, because many of the conditions which they meet have been seen and discounted in advance.

On the whole we believe that their course of study increases their interest in the industry in most cases, repelling only those who would not be successful in it anyhow. It is less expensive for our industry for these men to be eliminated before they enter our employ than it is to have them stay with us only a short time.

One of the valuable by-products, then, of the Institute of Meat Packing may be said to be the early elimination of some who are really not adapted to the

some who are really not adapted to the work of our industry.

It is hardly possible as yet to form any intelligent opinion on the question of whether Institute of Meat Packing graduates will get along faster and eventually go farther than men who have not had this training. On the whole we are inclined to thick that is whole, we are inclined to think that in most lines of work there may be no great difference during the first two or three years of employement but that their training will be increasingly valuable as they grow into more responsible positions.

Advice in Seeking Students.

If we may venture one or two suggestions, they would be, first, that those who are responsible for enrollments try to secure undergraduates to take the course. Such men, being younger than postgraduates, are far more easily placed after graduation because they are available at starting salaries which do not disrupt a company's morale or

do not disrupt a company's morale or create initial prejudice against them. Second, we suggest that many more member companies of the Institute of American Meat Packers familiarize themselves with the names and qualifications of the students who take the course each year and offer them posi-

The benefits arising from the training at the University of Chicago ought not to be confined to the small number of companies that has so far employed any of the graduates. If these two suggestions can be worked out, we feel suggestions can be worked out, we feel reasonably sure that the Institute of Meat Packing courses given at the University of Chicago will prove of great value to the industry as a whole.

CHAIRMAN WILSON: "Our experience with the evening classes," by Mr. R. D. MacManus of Armour and Company. (Applause)

MR. R. D. MacMANUS: This seems to be a morning of pinch hitting, be-

cause I am pinch hitting for Harvey Ellerd, who has had enough contact with this work to be able to speak with authority on it, and that I lack.

Evening Classes

By R. D. MacManus, Armour and Company.

The greatest problem incident to organizing educational activities for the men in the packing industry grows out of the reluctance which most people have to becoming students again after they have come to think of themselves as being through with school. Even when they are so disposed, folks find it difficult to get back to definite routine of study; and, moreover, the average person does not readily absorb new thoughts and new ideas.

Evening classes—night schools, if you prefer that title—have proven the most effective means of luring prospects to continue their studies. Getting them in groups, making the classes of mutual interest, promoting discussions and tying up theoretical studies with the actual and daily employment of the students—all these combine to give evening classes a big edge over other educational opportunities for employed people. The percentage of persons who complete evening courses is far greater than the percentage of those who complete courses which call for study in the quiet and solitude of the home.

Value of Evening Courses.

It was on this account that the Institute of Meat Packing inaugurated its educational activities through the medium of evening courses. We groped in the dark a bit at first, but each year we have added new classes on new subjects and have organized new centers and we believe now we are making real progress in presenting a practicable, workable, interesting educational program which is appealing to those of our employes who are most ambitious and who realize the power of knowledge.

The first evening classes were held in the fall of 1923 in Chicago. In this early experimental work the students were restricted to men already employed in the industry, men who could themselves bring to the classes a background of practical experience. Because of this experience, and because of the fact that the men who registered were mature, it was found necessary to secure class leaders who were not only skilled teachers, but well grounded in practices represented by the instruction.

Naturally, few university professors could be found who had, in addition to their academic knowledge, such a background of experience, and with the necessary familiarity with the packing business, and so it became necessary to secure instructors from among men with expert knowledge already in the industry.

Teaching Methods Modified.

The combined experience of these men and the familiarity of the instructors with the day to day problems in the industry, have resulted in a very important modification in teaching methods. Instead of depending fully on lectures and text material, much

of the discussion has centered around current problems brought in by members of the group. There has been a constant effort to lead men to a better understanding of practical everyday problems through the application of the teachings in the classes.

This is particularly true in such courses as Economics. The class sessions have stimulated reading and discussions outside of the hours devoted to group work. In many instances, the classes have asked and have secured opportunities to visit packing plants where they might see certain operations that have been discussed in class. The Institute's evening courses have aimed to discuss actual and practical experience rather than to depend upon theoretical discussion of abstract economic problems.

Material Used for Study.

Necessarily, the material presented in these evening classes has been organized in a rather general way, to



R. D. MacMANUS (Armour and Company, Chicago) Speaker at the Convention.

bring before the students the larger and more general pictures of the entire packing industry. It has been assumed that what the men needed most, in these courses, was a picture of the business as a whole, and an appreciation of the relationship between the various departments, which would bring home forcibly the necessity for effective coordination throughout.

Accordingly, in all the evening class work in Chicago an effort has been made to give each student not only more complete information which would help him in the mastery of his own job, but also a look over the fence at the responsibilities and duties of other fellows in other departments.

Accountants have been encouraged to study production and merchandising problems, production and merchandising men have been advised to study accounting in its elementary aspects. Other men have been directed toward such courses as science, and personnel and labor problems, because of the

awakening appreciation of the importance of these subjects in the proper management and organization of our vast industry.

When Training Should Be Definite.

There is, to be sure, a point at which training should become definite, detailed and technical and of importance primarily to specialists. At this point, general instructions are of decreasing value and specific training is required. It is also obvious that after training in fundamentals, advanced study in operating practices and merchandising become strictly a company proposition. It cannot be taught in generalities or presented for an industry as a whole. It must be presented for the particular firm with which an employee is associated. At this point the Institute drops out of the picture and the individual company must of necessity provide its own educational work.

Since these evening classes have been operating 1,265 students have been enrolled. Approximately 75 per cent of these have completed their courses. Seventeen individuals have received certificates for the satisfactory completion of seven or more of the courses.

All of this means that upwards of 1,200 young men have come under the influence of this educational medium. They know more about the packing business and it seems certain that they must be able to handle their jobs more intelligently by reason of this added knowledge. Naturally, in a field so specific as the packing industry, the number of persons who are available for this educational work is limited, and there will be a time when there will be relatively few people who will be available for these courses.

Looking to the Future.

The instruction first developed in the evening school in Chicago was that for which there was an immediate need. It is our feeling that this need has been in a large part supplied, and that the field has been reasonably well covered, but we also feel that whenever there is a demand for any of the courses which have been offered in the past, that they should be repeated.

In addition to this, we are now disposed to reach out for instruction of a more advanced nature, or for the consideration of important phases of our business for which provision was not formerly made. With these thoughts in mind, three advanced courses have been organized for the current year.

The first is on the use of statisties in business, the second a course in advanced economics, and the third a course in legal problems in the packing industry. It is our belief that these advanced courses should be presented to a very carefully selected list of mea, and that invitations should be extended only to such men as will desire to engage in the study and the discussion of some such problems each year.

To Train Executive Talent.

It is our belief that executive talent will be discovered and developed through the exchange of experiences and through competent instructional leadership such as these evening courses have produced. Through this medium attention is being directed to the important aspects of the packing

INDUSTRY LEADERS AND THEIR WIVES AND FAMILIES ENJOY THE CONVENTION.

- A-Wm. Whitfield Woods, newly-elected President of the Institute.
- A—Wm. Whitfield Woods, newly-elected President of the Institute.

 B—Thomas E. Wilson, Chicago, Chairman of the Institute Plan Commission, and Mrs. Wilson.

 C—Charles E. Herrick, Chicago, Past President of the Institute, and Mrs. Herrick.

 D—Albert T. Rohe, New York, Vice Chairman of the Institute, and Mrs. Rohe.

 E—Louis Kahn, Cincinnati, with Mrs. Kahn, Miss Ruth and Louis Kahn, jr.

 F—Mrs. R. H. Gifford, Chicago, and Mrs. Wm. Whitfield Woods.

 G—Fifty-seven year veteran of the industry, Lewis Hull of Pittsburg, Kas., and Mrs. Hull.

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industry. It is not too much to expect that out of such discussions, reading and thinking, there will come a better understanding of the business as a whole, a greater tolerance for the other fellow's point of view, and a keener appreciation and use of all the tools modern business, which necessarily include Science, Economics and Psy-

chology. (Applause) CHAIRMAN WILSON: Mr. H. M. Shulman of the Hammond Standish Company of Detroit will address us on the same subject. Mr. Shulman. (Ap-

Small Packer Classes

By H. M. Shulman, Hammond Standish Co.

You have heard one side of the picture where these gentlemen discussed the subject from the standpoint of the large packing house centers. We, naturally, come from the small section and have had our problems, but they have been somewhat different.

In the past we have been justly criticized in not keeping pace with other major industries with regard to an organized educational plan. As a matter of fact, as far back as five or six years ago it was possible to find only two books published in this country, on the shelves of public libraries, pertaining

to the meat packing industry.

Likewise, in the past, if an employe was eager to knew more of his task and the relationship of his work to others, it was necessary to inquire of the men above him, who probably were equally handicapped, and therefore, not conducive to great advancement.

But, within the past several years great progress has been made and the results even thus far are encouraging.

Employee Has the Opportunity.

Today, following the methods practiced in principal packing house centers, we find great strides have been made, and an employe who does not participate in this educational program can blame only himself. The possibilities are great and from the view-point of the employe it gives him an opportunity to study and digest, in a short period of time, that which has taken older men in the industry probably twenty times that long.
In other words, facts and figures are

presented to him in text books that are not experimental, but are the result of hard work by experts who have devoted all their time to the industry. It likewise gives him a bird's eye view of the entire industry in eight or ten vol-

umes

Likewise, from the employer's point of view, this educational program gives him the opportunity to place more re-sponsibility on those who are seriously devoting some of their own time in the interest of the business.

Progress of the Classes.

We, in Detroit, after noting the success in other centers, late in 1926 decided to organize evening classes and asked, and received, the hearty cooperation of the Industrial Education Department of the Institute, who furnished the text material and likewise arranged with the Michigan State College to cooperate and supervise the various courses. Unfortunately, the University was unable to furnish us with



HARRY M. SHULMAN (Hammond Standish Co., Detroit) Speaker at the Convention.

instructors, but was sufficiently interested to have present at our class meetings, as far as possible, some of the faculty members to note our progress and participate in the discussions and demonstrations.

Three courses were given thus far, in pork, beef and manufacturing op-erations for a total of 36 weeks, with an attendance of 69 men, ranging from cellar men to foremen, government in-spectors, salesmen and executives, representing four different firms.

Due to the fact that the men in attendance were specialists in their own work, the meetings were in the nature of conferences and the instructor was



TWO OF THE THREE MUSKETEERS.

They have inspired sociability at packers' conventions from the very start. Left to right: "Salt" Williams, Morton Salt Co.; W. B. Mullalley, American Can Co.

indeed fortunate in being able to call on the various members for their experiences.

Practical Plant Experience.

These meetings were augmented by motion picture films kindly loaned us by the Bureau of Animal Industry, and through the efforts of Dean Filbey and Mr. Rhodes we had special lectures by Colonel E. N. Wentworth of Armour and Company, J. R. Diehl, oleo department of Armour and Company, Dr. W. Lee Lewis and Henry Tefft of the Insti-tute of American Meat Packers and Professor George A. Brown of the Animal Husbandry Department of Michigan State College.

I presume my own classes in Detroit represented to a great extent the same material as in other centers. Our own firm, Hammond Standish Company, has always recognized the peculiar position of the packing house in that it has no group of similarly trained men in outside industries to draw on for its

help.
Mr. T. W. Taliaferro, our president, saw the opportunity for cumulative education, and not only assisted in the work by giving the necessary space for class meetings and instruction, but also tendered the actual departments in working time as well as the meats, cuts and specific operations under dis-cussion. Through him, also, those who stayed in class were supplied, without , their evening meal thus assuring a full attendance.

Our class, therefore, was given impetus and because of these things given so generously, took the work seriously and as a result were better able to fill their own positions, as well as some fitting themselves for advancement.

We feel that we have accomplished

something when we have fitted some of our people for better things in our

own organization. (Applause.)
CHAIRMAN WILSON: You will
notice that Mr. Filbey is down to talk
on two subjects. He is going to combine them. The one is the participation bine them. The one is the participa-tion of packinghouse employes in the home study courses, and the other is a summary of the work of the Institute of Meat Packing and the Institute's Department of Industrial Education.

I take pleasure in introducing to you Mr. Filbey. (Applause)

Industrial Education

By E. T. Filbey, Director, Institute of Meat Packing.

It is our expectation that the home study courses planned and administered through the Institute will take the place of the evening courses for men who are scattered through the country.

It is obvious that it is quite impossible to bring together, in each of the state to bring together, in each of the scattery men who will be interested in given problems to justify the organization of an evening course. For that reason the study instruction home planned.

The courses are so arranged that they direct the thinking of the student to his own job, or to specific operating and merchandising problems in his own business. At the same time, response to that instructional material, such as is expected in the Institute, requires the reading of text material.

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Must Read to Get Benefit.

We sometimes assume that the job is done when we print a book. We bring together information regarding a given phase of the packing industry. The book is printed. It is distributed to the membership of the Institute. We hope it is read with a purpose. We hope it is given a place in the library and we hope it is circularized and not locked up in a library.

library.

It isn't easy to get busy working men to read printed material in connection with their business, in connection with their specific jobs. It is our expectation, then, that these home study courses will direct thinking and coding in connection with specific

reading in connection with specific phases of the packing business.

So far we have enrolled, in these courses, something over 1,400 men. It sounds like a large number and you will recall the figures given us yesterday by Mr. Andrew, I believe I am correct, were that in the packing industry prob-ably there are 10,000 men who need training on certain technical phases of

Training in Merchandising.

On Friday I sat in on two merchandising sessions in which reference was made to the very great need for training in the merchandising field. If that training need exists we haven't gone far in solving the whole problem. We have had registered each year some 400 men, something less than two men on the average for each member company of the Institute. The home study job isn't done. We are just getting started. We would like to have your criticisms and your suggestions.

It is just possible that the material is not well adapted to your needs. It may be out of line. If so, we wish you to tell us.

It is just possible that our methods aren't right. If so, we wish you to tell

It is just possible that our publicity material isn't right. We haven't advertised, and we do not expect to advertise, in competition with the private home study institutions. We do not believe in that kind of procedure for a trade association or an educational organization connected with a trade association.

We shan't drag in the members of any company, or the employes of any company into these courses. We would like very much to cooperate with the management of the individual industry in making this material available to their employes insofar as the material can be used wisely and effectively.

Plant Conference Method.

We have, during the past two years, organized a number of plant conferences in combination with the home study type of instruction. These conferences, so far, have proven very effective. They have been organized in about this fashion: The management, in some instructions of the conference of the con in some instances, selected a group of men, an invitation group, asking them to participate in a series of conferences or from a slightly different point of view, they organized conferences at the suggestion and upon the request of a certain group of men.

The management selected a competent leader for these men from the company, a man who was in close touch



EMORY T. FILBEY (Director, Dept. of Industrial Education) Speaker at the Convention.

with operating and merchandising practices, a man who had some of the leadership qualities necessary for one who is to direct the discussion and thinking of a group of men on important prob-lems in the industry.

The Institute provided the material

with a list of suggested questions for discussion. That group met each week or each two weeks. The Institute checked on the responses to the material. The conference leader combined with the suggested questions by the Institute brought up a large number of problems that arose out of the operating and merchandising practice of his particular company. Those conferences have gone forward very successfully, we believe.

This year we are organizing additional conferences of this type. The Institute will be very glad, indeed, to cooperate with any member company



UNCLE IS BRINGING HIM UP. Julius Manaster, son of the head of Harry Manaster & Bro., Chicago, attends his first convention chaperoned by Uncle Henry. But Julius doesn't need much chaperoning, especially on the dance floor!

interested in the organization of such plant conference groups in combination with our home study organization, wholly or apart from the home study plan.

I merely leave that with you as a suggestion.

What the Institute Attempts.

May I refer, very briefly, to the summary statement for which I am responsible? The Institute attempts four rather specific lines of activity. In the first place we undertake to publish printed material regarding each important aspect of the industry. That material is prepared in cooperation with all of the members of the staff of the Institute, in cooperation with the Institute's committees. in cooperation Institute's committees, in cooperation with members of the universities.

We have published material in both mimeograph and book form. The early publications were mimeographed because it was our feeling that they were tentative. They needed further thought and consideration and revision. We are now at the point that we feel justified in coming forth with permanent pub-

lications.

You will find on your desks when you return from this meeting copies of our first printed book by H. Carver of Swift & Company's Department of In-dustrial Relations. It is a book about personnel and labor problems in the packing industry which grew out of three years of instructional work with evening classes in Chicago, a book which represents Mr. Carver's view of important labor problems in this indus-

Books to Be Issued.

It is one man's view and typical of one kind of publication in which we believe.

We would like to have criticisms and like to have that book checked in the terms of the problems faced in each of the industries, large and small, with the expectation that later on this pub-lication may stimulate additional publications in this particular field.

Within the next two months you will receive three additional publications, one bearing on science, one on account-

one bearing on science, one on accounting and one on merchandising problems.

A second responsibility of the Institute is that of research, especially in economics. President Mayer referred, in his paper yesterday, to four specific research studies he is now going forward with in the Institute of Meat Packing in cooperation with the University of Chicago. versity of Chicago.

Research to Be Undertaken.

It is our expectation there that fundamental researches and investigations in economics will lead to a better un-derstanding of some of the very im-portant problems connected with this

we believe that investigations in such fields as price in relation to consumption, or consumption in relation to price, the customers' preferences in regard to meat and meat products—that such investigations will give us leads of value in the improvement of our

of value in the improvement of our merchandising practice.

It is our belief that a better understanding of real wage in relation to real price for meat investigations such as regulatory legislative measures in the packing industry will lead to better industrial and public production. industrial and public relations. I am

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sure that there is basic material for the building up of better relations.

A third responsibility to which I would like to draw attention is that which has to do with the bringing to bear of all of the published material upon the practical operating and merchandising phases of the business and that is our educational responsibility. Reference has already been made to the day courses, the evening courses, the engineering courses, home study work, and the plant conferences.

Reading with a Purpose.

I would like in addition to refer again to this matter of general reading. It isn't enough to publish that material. We must be sure that each member company uses the published material to the best possible advantage if results commensurate with cost are to be expected.

Î wish there again to refer to the importance of the individual reading with a purpose. We would like to see this published material working. We want not only that you will open the material when you receive it but that you will put it to work in the organization.

The fourth responsibility has to do with a kind of activity represented by the summer conferences we have conducted in Chicago during the past three years for members of the animal husbandry and economic departments of agricultural colleges.

Summer Conferences.

We have had in Chicago for one month of intensive study each year a group of men drawn from faculties in agricultural colleges, members of the teaching staff who want to know more about this backing industry which is so closely related to raw material with which they have to deal.

The Institute in its relationship with

The Institute in its relationship with a large university and with the packing industry is in a strategic position to bring to bear the factual information needed in the solution of a number of important problems that border between the live stock and the packing industry, and we have assumed that one of our functions was that of making available to this large group of important individuals who influence production policies and production practices in this field of raw materials for the packing industry, make available for that group the kind of factual information needed if we are to arrive at an effective solution of some of those very important problems.

I thank you for your attention. (Applause)

CHAIRMAN WILSON: This, ladies and gentlemen, covers this one phase of the work of the Institute Plan. It is unfortunate that the time is so short that these talks have had to be made in just a very few minutes, and I think that that will also apply to the other sections of the report on the Plan work.

We haven't time enough this morning to go into the subjects as fully as they might be covered and as fully as these men would have liked to have covered them. I have heard from a number of them, and many of them have indicated that they think they have been required to cut out in some instances some of the best material because the time was so short. However, we must pass along.

We are now going to discuss the question of the improvement of plant operations, also a section of the work under the Plan Commission. The first speaker is Mr. R. F. Eagle, of Wilson & Company, who will talk on "Recording Good Plant Practice." Mr. Eagle. (Applause)

Recording Good Plant Practice

By Dr. R. F. Eagle, Wilson & Co.

In the beginning I believe we should recognize one fact that there are certain fundamentals underlying the proper recording of facts in connection with good packing house practice. Further, I think we should also recognize that good is synonymous with efficient packing house practices.

Among the first of the fundamentals of the good or efficient operation, we must have that operation in actual practice with any unit of the industry,



R. F. EAGLE
(Wilson & Co., Chicago)
Speaker at the Convention.

and the results of that operation proving satisfactory to both that unit as well as the industry as a whole.

Next, we must have men who know the how of packing house operations, as it were, either doing the recording themselves or their services available to a committee whose responsibility is to record those facts. The Institute organization has provided such a setup for the recording of all facts in connection with good packing house practice.

Contrary to our usual consideration of that organization known as the Institute Committee on Packing House Practice and Research, I would like for the moment that you visualize that more satisfactory division composed of several different committees, and on those committees men serving who are giving a great deal of their time during the year in order to not only serve the industry but be in a position to record facts both past and present in connection with good practice.

That organization is composed of a Committee on Engineering and Experi-

mentation. On that committee, 19 men are giving of their time and thought in connection with that particular field; a Committee on Packing House Practice composed of 15 men; a Committee on Recording, 13 men; and a Committee on Standardization, 14 men; or a total of 61 men who have been selected for their knowledge or ability in connection with a specialized field in which they are serving and likewise having as their chairman a man recogized for both his ability and possibility of serving in every direction the general committee.

Fifteen men of the Packing House Practice Committee along with the director of the Institute department on packing house practice and research represents the service division of the Institute to the membership. I would urge upon all here to read the report of the director of the Institute department of packing house practice and research.

Five Volumes Completed.

The Institute, as I stated before, has provided the two outstanding fundamentals necessary to the proper recording of good packing house practice. The Committee on Recording has completed, over a period of about six years, five volumes.

The first volume to be written was in connection with pork operations. The next volume, beef, mutton, and veal operations. The third volume, manufacturing operations which had to do with such manufacturing activities as sausage, lard, and so forth. Then another volume, operating service and control, which deals with inventories, storeroom stocks, bonus plans, insurance, and so forth.

The last volume, which is on the press at the present time, is a volume

The last volume, which is on the press at the present time, is a volume on by-products of the industry. This volume has to do mostly with a consideration of all the by-products beginning with the rendered products both wet and dry rendering being described in full, by-products such as hair, tissue extracts, blood albumin, oils, hides, bones, and so forth, and in addition to recording what has been looked upon in the past as good plant practice, in this volume you will also note we have recorded the progress that has been noted in the past eighteen months as well as some of the changes in trade practice in connection with the handling of hides, and so forth.

The pork operations was first recorded in 1924. We find that it is now pretty well out of date. There has been progress noted over the past three or four years in connection with chilling of hogs, freezing, defrosting, dehairing, and many other operations, and therefore the task for this year on the part of the Committee of Recording is to revise the volume on pork operations.

This, ladies and gentlemen, concludes the report that I have to make in connection with the activities of the Committee on Recording Plant Operations. Before taking my seat I want to thank all the members of the Institute because in these various committees we have called upon many men who are not connected with the committee to give to the various sub-committees of the general committee their best thought in connection with all

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these different facts that it has been our purpose to record in connection with our responsibilities. (Applause)
CHAIRMAN WILSON: Mr. S. C. Frazee, also of Wilson & Company, will talk to you on the extending of good plant practice. Mr. Frazee. (Applause.)

Extending Good Plant Practice

By S. C. Frazee, Wilson & Co.

During the past decade, and especially so the latter part, the meat packing industry has given more thought and attention to this particular phase of the business, than in any previous like number of years. Why?

The business demands it, not only from the standpoint of the best inter-ests of the industry, but also from a progressive viewpoint in keeping with the times.

It has been found that by extending the improvements on plant operations, the industry is improving its efficiency all along the line. In extending plant efficiency, we are, at the same time, reducing our cost to manufacture, developing new methods, and producing better products.
You may ask how this is done, and

what methods are pursued.

Teaching the Employee to Think.

The one big outstanding development has been to teach the employee to think, and then going further to develop the departmental running gear and working efficiency; to study the scientific phase of the business; also the operations and methods of unrestabilized business provided these lated lines of business, especially those whose methods have a bearing on the efficiency of the packing industry.

However, with all this, the general development and extension of improved

development and extension of improved operations for the meat industry itself was brought about largely through the Institute's committee functioning on packinghouse practice. We believe that improved plant operations have been very effectively extended by the work of the Committee on Packinghouse Practice, in connection with the answers made to the inquiries from variance. swers made to the inquiries from various members, and by the surveys made of new processes and developments.

Perhaps an example of what we have

in mind is the work done in connection with the bulletin on sliced bacon.

Bulletin on Sliced Bacon.

This bulletin, as you know, was the result of data collected in connection with the answers of inquiries from members of various features in the manufacture of sliced bacon; such as, wether of smelting beautiful the state methods of smoking bacon for slicing; the handling of bacon prior to slicing; the physical layout for the packing of bacon; and methods employed for sanitation as a means of preventing sliced bacon from molding. This is only one of a number of developments which the committee has followed up and inves-

Another of these newer developments has been the use of oil of spices in the manufacture of sausage. This work was carried on in collaboration with the Department of Scientific Research,

and as a result, members were advised of the possibility and the limitation in the use of oils of spices.

A matter of importance to our members has been the increased use of frozen hams and bellies. This has brought up problems of frozeing warm brought up problems of freezing, wrapping and defrosting the product. Here again the experience of the industry has been collected by the committee for the information of the individual mem-

I might also mention the newer method of quick chilling of product, coming more into general practice all the time, also dry rendering of edible fats, and on which the committee has been collecting data.

Only Scratched the Surface.

It is hardly necessary for me to mention more of the fundamental facts regarding the aforementioned topics, as you no doubt are thoroughly familiar with the nature of information the members have been interested in receiving from the committee.

The committee feels that we have only scratched the surface in its endeavors, and that there still remains plenty of work to do in as fertile a field as that of the subject of efficient

packinghouse practice.

The work of the members of this committee has been very gratifying to me, and it is our hope to greatly further the benefits to the industry through this committee.

It has been a source of genuine personal pleasure to me to serve as chair-man of this committee composed of men who were always ready and will-ing to give of their best thought and talent in the interest of the committee's

I would just like to say one thing further. I was greatly interested in Mr. Woods' address yesterday and the several recommendations to the Scientific Research and Packinghouse Practinc Research and Packinghouse Fractice Committee as to the further possibilities in the handling of lard, and also in the quick cure and method of handling our meats in cure. I would like to say, looking at it from a practical point of view, regarding lard, we ought to be educated a little on how the transfer it. ought to be educated a little on now not to make it. It seems to be a necessary evil that from the merchandising end, anyway, that when we haven't any further use for bellies after we cut them down from twelve to ten pounds we put them into lard, regardless of the price.

It is not a question of how much lard you want, but how you are going to make it.

I thank you. (Applause)

A Tribute to a Thinker. CHAIRMAN WILSON: I think Mr. Frazee, at least to me, is a very impressive example of the development of the scientific end of the packing indus-

When I first knew Seward Frazee he was a kid about so high, working in a packing house. He came up through the practical side of the business, and had little opportunity of knowing the scientific side. I think it is extremely impressive when a fellow coming up in that way stands up here and tells us of the importance at least of the scientific handling of the products of the packing industry and of its improvement.

I think it is an extremely impressive think it is an extremely impressive example and it is one that is repeated in practically every one of the larger companies. We have similar cases and many of them in the larger companies and in the smaller companies, realizing now the need of the scientific control

of this industry.

The next speaker is Mr. Koenig, of Armour and Company, who will talk to us on improving good plant practice.

Mr. Koenig: (Applause)







EVERY ONE OF THEM ENJOYED THE CONVENTION FROM START TO FINISH Left to right—Chas. J. Roberts, president Roberts & Oake, Chicago, and George E. Withington, of Roberts & Withington, Providence, R. I.

Mrs. Geo. N. Meyer, Geo. N. Meyer, vice-president Fried & Reineman, and Mrs. E. A. Reineman. George Franklin, president, and M. J. Hennessey, vice-president, Dunlevy-Franklin Co., Pittsburgh, Pa.

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Improving Plant Operations

By H. J. Koenig, Armour and Company.

The title of this paper expresses the aims of the Committee on Engineering and Experimentation functioning under the Institute Plan Commission.

We are fortunate in having a membership composed of men experienced in plant engineering and operating matters, and it has been our purpose to keep informed on various engineering and operating problems which are constantly coming before the industry and to aid in their solution and development.

During the past year the committee has given attention to a number of interesting subjects, among them being a series of experiments on electrical stunning of live stock, with extremely promising results.

What Has Been Done.

Other activities include an investigation of new and improved methods of chilling meats and meat products, which entails the rapid extraction of animal heat in the chilling process, a saving in chill room space, and improved condition and appearance of the product.

The committee is also looking into the possibilities of mechanical and continuous sharp freezing of meats and meat products which give promise of a saving of labor and reduced sharp freezer space requirements.

Another item that is being given attention at present is the use of automatic weight recording scales, for the weighing of dressed carcasses in the killing departments, coolers, and on the loading docks, to insure accurate weight records for test and invoicing purposes, and to accomplish a saving in labor.

A survey of methods of precooling, icing and re-icing of refrigerator cars has been completed, and it reveals a wide variation of practice. A study of this survey indicates opportunities for important savings to many packer members, without endangering their products during shipment.

Solid carbon dioxide for use as a refrigerant in the shipment of fresh meats has come in for its share of investigation, and experiments which have recently been concluded, in conjunction with specially built shipping containers, indicate possibilities of economical use on certain classifications of shipments.

Automatic Sausage Linkers.

Automatic sausage linking machines appear to be rapidly approaching mechanical perfection, and their development is being closely observed in view of the important economies that are possible when they are generally adopted by the industry.

Further experiments have been made and progress reported on the use of electric saws for splitting carcass beef, and these improved and enlarged machines are now being used for splitting hard boned cows, cutters and boning cattle, and may, no doubt, soon be used for splitting shipper beef generally.

Other items of interest under investigation by the committee include improved methods of defrosting meats; standardization and adoption of guarded knives; and a study of results ob-

tained with new insulating materials which have been recently brought to our attention.

Progress in Labor Saving Devices.

While it is generally recognized that the industry has made more progress in the last few years on labor saving devices and processes for improving the quality and appearance of packing house products, than in a decade previous, it is conceded that there will be even greater progress during the next few years.

few years.
Killing and dressing methods are likely to undergo radical changes, beginning with the stunning and bleeding of the live animals and extending all through the dressing operations to the chilling of the dressed carcasses. These changes will be brought about mostly by mechanical improvements, as will many changes in our present methods in the manufacturing departments.

The handling of meat products, fats, hides and by-products will also be substantially improved upon and loading



H. J. KOENIG (Armour and Company, Chicago) Speaker at the Convention.

and shipping methods will be made more efficient and economical.

Must Meet Competition.

Oportunities for improvement in plant operations are constantly before us and in these days of enterprise and efficient production methods in competitive food lines, the packing industry must be alert and ready to seize every opportunity that may lead to an improvement in quality and appearance of its products and efficient operation of its plants.

The Committee on Engineering and Experimentation stands ready to be of service to any member choosing to call upon it, for cooperation in research or development work on individual plant problems or on matters that may be developed for the good of the industry as a whole. (Applause)

CHAIRMAN WILSON: Our next

CHAIRMAN WILSON: Our next speaker is Mr. W. H. Kammert, of Swift & Company, who will talk on standardizing supplies. (Applause)

Standardizing Supplies

By W. H. Kammert, Swift & Company.

The money you spend for supplies probably is looked on as an unavoidable expense in doing business. According to the nature of your business, supplies may represent anywhere from 20 to 50 per cent of all your expenses aside from cost of raw materials.

aside from cost of raw materials.

The tendency in the packing industry is to put out more product in little packages that a consumer will open in her own kitchen. Your engineers are recommending the purchase of more packaging machinery.

The packing industry each year does more and more of the work formerly the function of the butcher and the grocer. The packing industry does this work in a more economical way and under more sanitary conditions, economical from a labor saving viewpoint because the supplies are bought in wholesale quantity, and the weighing is more accurate. More sanitary because the product is put up largely under the supervision of U. S. Government inspectors, both as to quality and as to working conditions.

All of which merely emphasizes the place of supplies in your cost of doing business and we can safely assume that the infinite variety of our supplies needs more than passing consideration.

Reasons for Standardizing.

Since 1921 this Institute has urged standardization of supplies on its members.

Question, why standardize? For economy. For profits. A well known economist has written, "Every unnecessary expenditure for supplies comes squarely out of what otherwise would be profits."

Let us see if Institute standards will effect economies. Cartons cost our industy yearly probably twenty millions of dollars. In ten pound sausage cartons, three sizes are recommended. The use of standard sizes has cut the cost of these \$5 per thousand to buyers of lesser quantities. On 7,500,000 cartons the industry saved \$37,500.

Five pound sausage cartons are standardized in two sizes. The mill cost has been cut \$3 per thousand. On 6,000,000 there is a saving of \$18,000.

000,000 there is a saving of \$18,000.

One pound lard and oleo cartons.

Fifty million used, a dollar saved per thousand means \$50,000.

Savings to Be Made.

When people talk savings, they sometimes claim everything in sight. I do not claim that where people have bought in large quantity that they have made proportionate savings, but I know they make some saving in standard sizes—they approach nearer to the bare cost of labor and material. They also keep down the inventory.

Three sizes were recommended for one pound sausage cartons. No claim for savings can be made, because the variations in size and style remain as great as ever. Four sizes were recommended for sliced bacon. No savings are claimed for the same reasons.

Lard pails—Packers probably spend

Lard pails—Packers probably spend ten millions of dollars yearly for lard pails and similar tins used for brains, tenderloins and such. Your committee on standardized containers first pointed out that twenty odd sizes in use were any. olies oid-Acness, rom

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t pointed use were too many and too nearly alike, and proposed only four sizes. These four sizes—2, 4, 8, and 50 pound capacities today handle 92 per cent of the trade requirements.

What is the result? As near as can be estimated, prices were 5 per cent less in 1927—another 2 per cent in 1928. Lower prices to large and small

Helps Both Packer and Can Maker.

Question: Are the can makers going broke? No. Well, how can they offer lower prices?

1. When they made many sizes their gangs stood around a great deal while machinists were frequently changing the lines and tools. Now the help spend most of their time turning out pails and the skilled experts are fewer.

2. The character of the lines has been changed from hand operated to full automatic—from 8,000 pails a day to 25,000 a day. Is there money in that? Think of the automobile indus-

try.
3. Tinplate costs a lot of money. They don't have a heavy investment in a thousand sizes of plate irregularly called for or that cut with excessive waste. Inventory can be less and is turned rapidly with no waste.

I don't maintain that savings in such large lumps can be made on many other items, but the fact is unquestionable that lower prices are possible if we concentrate our needs on fewer styles and sizes.

Supplies vs. Labor Saving.

Now, if an employe showed you how to go cut your labor expense as much as one per cent, that would have your immediate attention as something worth while, and commendable, yet sup-plies are only a shade less if anything in your cost of doing business. You have untried ways of cutting your sup-ply expenses in the way of standard-

This has well been called a machine age, but the economical cost is found when the machines are kept producing. Every time a machine is stopped and adjusted to produce a variety in size, in thickness or in any other way, the machine starts eating its head off. You pay the bill in a greater spread between the economical cost and the actual cost. The smaller the quantity needed when a change is made, the greater your loss, and your loss comes from what otherwise would be profit. Standardization means an ideal cost.

Now I think you will find the opposition to what we call standardization may be condensed into two classes.

Those Who Oppose It.

The first is in the mental attitude. People don't want to be standardized. They don't want their life standardized. I agree that life would be rather dull if everyone lived in the same kind of a house, dressed exactly alike, and that sort of thing. Every good thing can be carried to extremes, to excess. With the wealth of color and design

available, the fact we urge a certain uniform size for a carton or a pail still leaves a lot of latitude to take off the curse of the extreme. I believe variety can still be had.

The second is in the practical atti-tude. I mean that the selling departments sometimes feel sure they can't











ANOTHER FULL HOUSE

1—R. A. Rath, Rath Packing Co., and Jay C. Hormel, Geo. A. Hormel & Co. 2—A. T. Rohe, New York, and his friend Dr. Elliott Shipman.

3-Walter Reinemann, Fried & Reinemann Packing Co., Pittsburgh, and Chas. Peters, Peters Packing Co., McKeesport,

Pa. 4—J. K. Laudenslager, president, and T. H. Boyer, vice-president, J. K. Laudenslager, Inc., Philadelphia. 5—Paul I. Aldrich, editor The National Provisioner, and James G. Cownie, export authority of the Jacob Dold Packing Co.

sell your products unless they have something different.

Now, I realize that we are all really working for the selling department. Business is divided into the financial, the operating or producing, the ac-counting, and the selling functions. We may have unlimited capital at our command, have people who produce topnotch quality in our goods, accountants that make every factor of our costs stand out, and point the way to improvement, but without a real selling organization we get nowhere.

Products must be well sold. The trade must not only be satisfied; the demand must be made insistent for our goods. No selling is complete if the next order goes elsewhere.

Must Convince the Sales Organization.

So I say, when we talk standardization, we have first to sell our own sell-ing organizations. We may overcome the mental objection I have mentioned, but we still have a practical objection. The way I see to meet this is by attack and not by trying to defend.

When the demand for something special arises, as it will, the answer is: To do this means on our yearly volume so much money that comes out of what otherwise would be profits.

Can we get the extra half cent, or whatever the special item would cost over the standard? Can we get it right along? Won't competition soon force us to knock off that extra, after a readjustment is made by our com-petitors? In the long run, won't you really be simply adding to this supply expense?

There are probably other and better ways to meet this demand for something special, but this is the only prac-tical answer I have found so far. Sometimes it works.

Obsolescence Is Important.

There remain two angles of standardization to be considered. One relates to obsolesence. It is the policy of the Institute to review standards every two years to keep them up to date and to consider recommendations at any time. The other angle is, what should be the policy of the industry toward standardization as it touches

our consumer interest.

Dr. Eagle at the 1927 convention said about packages and supplies: "In this one element alone there is a broad field open for effecting economies in the meat packing industry that is going to help in meeting the new competition."

In other words, any unnecessary expense in the cost of preparing meat foods for the consumer opens the gate for the new competition.

Now please bear in mind that there is no thought of compulsion in the Institute work. You have joined in an Institute to secure new ideas, to learn how others effect economies.

The Institute points out that supply cost represents a larger percentage of expense than many of us really appreciate, that it has checked up a few of the supply items and found the costs are subject to reduction if we will concentrate to the costs are subject to reduction if we will concentrate the costs are subject to reduction if we will concentrate the costs are subject to reduction if we will concentrate the costs are subject to reduction if we will concentrate the costs are subject to reduction if we will concentrate the costs are subject to reduction if we will concentrate the costs are subject to reduction in the costs are s operate among ourselves and with the manufacturers to cut out that part of their waste for which we are responsible. We can go further and reduce the money investment we have tied up in supplies and obtain a more rapid turnover of capital. We can add to our profits and sell meat products cheaper.

I thank you. (Applause)

CHAIRMAN WILSON: We now step along to "Improving Processes," and Mr. J. J. Vollertsen, of Armour and Company, will talk to us on "Results of the Institute's Cooperative Work on Corrosion." Mr. Vollertsen! (Applause)

Improving Plant Processes

By J. J. Vollertsen, Armour and Company.

Several years ago, when the Department of Scientific Research of the Institute of American Meat Packers were considering the problems facing the industry, in the solution of which they might be of assistance, the question of corrosion was brought prominently before them.

COOPERATIVE WORK ON CORROSION.

Every industry engaged in any type of manufacturing process is faced with the same problem. Unfortunately, the metals ordinarily used in the fabrication of builders' steel and iron, of tanks, piping, and the various types of machinery employed in industry, is of such a character that it is quite readily affected by water and air, brines, sulphurous gases, and conditions of a similar character.

Knowing this, and looking at the problem in its broadest sense, it was realized that it would require a long period of years, and the continuous application of several research men for several years to do the subject justice. This would divert such a large proportion of the available funds to one project that it was deemed inadvisable.

A survey of the field brought out the fact that other industries and associations were sufficiently interested in the matter to be willing to undertake a cooperative research on restricted phases of the subject, and so the Institute joined with the American Society of Refrigerating Engineers, the American Society of Mechanical Engineers, and others, to obtain by research work the practical solution of corrosion problems in refrigerating plants.

The corrosion of exposed iron and steel construction under normal or abnormal atmospheric conditions was outside the scope of this investigation.

How the Work Went On.

The work was planned and continued under the direction of a representative committee of the various agencies cooperating in the project. The laboratory work was done at the Masachusetts Institute of Technology, and was supervised by members of their chemical engineering faculty.

As is customary in all well planned pieces of research, the first stage was a careful survey of the literature to determine what had been done in solving corrosion problems, so that advantage could be taken of previous endeavors and to avoid a duplication of work.

When this had been made available



(Armour and Company, Chicago)
Speaker at the Convention.

a laboratory study was undertaken in which plant conditions were simulated as nearly as possible. Various types of metal were exposed to the action of water, sodium brine, calcium brines, and calcium-magnesium brines. Some of these metals were coated with slushing oils and paints of various kinds to determine their effectiveness as protective coatings.

A study was made of retarders which consisted of different kinds of chemicals which, when placed in the various types of solutions employed, either corrected the acidity of the solution or deposited a thin film of protective coating over the surface of the metal, or in both ways assisted in resisting corrosion. This preliminary laboratory study definitely pointed the way to these tests, which it appeared most ad-



THE EDITOR AND HIS ASSOCIATE.

If you want to know who writes most of the bright things you read in THE NATIONAL PROVISIONER, take a look at her! Editor Paul I. Aldrich and his associate, Mrs. S. Katherine Maddux.

visable to try on a plant scale, and saved considerable time in actual plant application.

Preventive Measures.

The last phase of this study consisted in a supervised application of the most promising preventive measures in representative refrigerating plants. As an adjunct to this study a test rack consisting of stainless steel, galvanized steel and iron, chromium coated steels, various types of brasses, and so forth, were exposed to the action of Boston harbor water. Metals covered with red lead, asphaltum, and other paints, were also exposed on this rack.

After an elapsed time of about ten months, although the test was not completed, there was strong evidence that some of stainless steels and some of the chromium coated metals are much superior in corrosion resistance to the ordinary metals now used in the construction of refrigerating plants. If in the future these can be manufactured at a sufficiently low cost they will add greatly to the life of the equipment manufactured from them.

The Evils of Corrosion.

Corrosion is inimical in two ways: First, its most obvious result is the cating away of the metal, thus reducing its strength and life, and requiring replacement in too short a time. The second is the effect of the rust coating, which adheres to the surface of the corroded metal, forming an insulation and decreasing the efficiency of the heat transference.

In open condenser systems this likewise causes a building up of the condenser pressure. Slushing oils and paints, while they afford some protection against corrosion, are expensive in application and likewise interfere with efficient heat transfer, and for this reason are not entirely satisfactory. Cleaning of coils to remove the rust requires much labor, and by exposing fresh surfaces to the action of the liquid, hastens the subsequent deterioration.

All of these objects are obviated when chemical retarders, carefully controlled, are employed.

It may be interesting to know that this investigation disclosed the fact that such retarders have been marketed and advertised as "cure-alls" at prices ranging from \$2 to \$4.25 a gallon, whereas similar solutions, and just as ineffective in brine solutions, could be made up for a few cents.

Chemicals to Be Used.

Sodium silicate, which is the base of many of these proprietary products, is satisfactory when used in fresh water recirculating condenser systems. When employed in brines, however, it acts merely as a clarifying agent, and does not retard corrosion in the least Sodium dichromate, or sodium chromate, under the proper conditions of alkalinity, and in definite concentrations, depending on the type of brine in which it is employed, has given the best results, and is recommended for use in all closed brine systems. In open systems, however, it must be used with great care, owing to its poisonous character.

This has been taken into consideration by the Research Committee, and has
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if their directions are carefully followed it their directions are carefully followed it can be used without serious danger. Another material which has been used quite successfully in open brine systems is disodium phosphate. This likewise must be handled under very definite conditions of neutrality or slight acidity, but has the one disadvantage that it must be renewed each month, whereas the sodium dichromate is efwhereas the sodium dichromate is effective for an entire year.

The work of this research problem has been very carefully followed through and has resulted in some very definite recommendations which, if adopted by the packing industry, should result in a great saving in the opera-tion of their refrigerating systems, both from the fact that they will obtain a greater life in the apparatus used and also a more efficient heat transfer.

I might add that copies of the origi-

I might add that copies of the original reports are available to any who would care to see the details of the experiments. (Applause)
CHAIRMAN WILSON: Our next speaker is Dr. L. M. Tolman, of Wilson & Company, who will talk to us on "Conserving the Product." I am pleased to introduce Dr. Tolman. (Applause)

Conserving the Product

By Dr. L. M. Tolman, Wilson & Company.

It is my purpose to sketch for you as briefly as possible a few of the outstanding accomplishments of your Department of Scientific Research in the field of spoilage prevention.

Probably the most outstanding scientific result and one whose significance is not yet completely grasped by the practical operator, is the discovery that the organisms which cause ham souring are present in the blood and tissues of the living are present. the living animal.

There is no doubt but what this same fact may be extended with scientific accuracy to the problem of sour rounds in beef. This single finding illustrates well the value of fundamental research directed to the administration of the same of the sam directed at the underlying problems of our industry. It has changed our view-point completely and has cleared the field of misconception.

field of misconception.

While not detracting from the importance of high sanitary standards, it has indicated that every meat cut must be regarded as potentially spoilable and it has given new significance to the rapid lowering of temperature, the speedy handling of the product, and the early application of curing ingredients. It has brought back our attention from false trails such as efforts to correct this type of spoilage by mechanical changes on our killing floor, for example, new methods of scalding.

What Next in Ham Souring?

What Next in Ham Souring?

What Next in Ham Souring?
Your Committee on Scientific Research with its Director of Scientific Research and research staff now face the problem of future work.
Shall we go back and trace the source of these organisms in their relation to the feed, geography, and habitat and manner of handling the animal, or shall we accept this as an inevitable condition of our product at the time of slaughter and work forward with a view to so directing our operations as to hold these organisms in check?

We have decided on the latter course, and our first objective will be to study the bearing of small variations in the curing cellar, temperature upon the life and multiplication of these small pred-atory forms of life. Already laboratory work indicates that a few degrees variation in temperature around the accepted 38 degree average used in curing is of pronounced significance in controlling spoilage bacteria.

Nitrates and Nitrites.

It has always been a mooted question within the industry, with a diversity of opinion, as to the exact function of nitrates and nitrites in curing. Do they serve purely the color cycle or have they a part in protecting the product?

In the laboratory work of the Insti-tute's Research Laboratory, made pos-sible largely through the generosity of Mr. Thomas E. Wilson, we have ab-solutely established that these two curing agents have a specific function in curing in addition to color fixation.



DR. L. M. TOLMAN . (United Chemical & Organic Products Co.) Speaker at the Convention.

They suspend the life of bacteria to a degree much greater than an equal amount of common salt.

In the case of nitrites, we found ten times the protective power as existing in the case of nitrates, and nitrates are some two times as effective as common

It is the disposition of human nature to seek short cuts. If we can buy some-thing and hang it in a room and so purchase a royal road to freedom from our troubles, we are willing to do it.

Ozone in Controlling Mold Growth.

Ozone machines have been offered and sold the industry as a means of keeping down mold growth. In your Research Laboratory a very exhaustive study has been made of the effectiveness of this agent as a preventive of mold growth.

We have found that it requires a concentration far beyond the breathable limit and the safety of the product to actually kill molds either in their spore

or vegetative form. We have found that so little as half a part per million in air will hold in suspension the germination of spores and the growth of their vegetative forms.

This looked hopeful but was then followed by a thorough study of these followed by a thorough study of these effective concentrations of ozone upon food products. Finally, it was clearly established that so little as a fourth to a half part of ozone per million in the air caused a peculiar cucumber odor and metallic taste in meat products generally.

This was found to bear a direct re-lation to the fat content of such prod-ucts so that finally, whatever may be the function of ozone in ventilation and cold storage, which we have not studied, we are satisfied that it cannot be used as a mold preventive in the presence of typical meat products.

Pale areas, undercured spots, green rings in sausage, and other types of discoloration harrass the industry con-

Study Discolored Sausage.

Work both in the Laboratory and in the plant brought out that the causes of these conditions are either undercure or bacterial destruction of coloring matter. The former is due to improper formulas, careless regulation of curing cellar temperatures, or too short a time in cure.

We believe, however, that the majority of such difficulties arise from bacterial destruction of the fixed coloring matter, the nitroso-hemoglobin, by bac-

Sodium Hypochloride Charts.

I can only touch upon this subject and wish to illustrate from this Chart not only the exact precise matter in which all of these conclusions are established, but the fact that sodium hypochloride is an inexpensive and effective moldicide, germicide, and deodorant.

You will note here that the research men actually isolated pure cultures of molds taken from packing house equipmolds taken from packing house equipment and products. In each case they have worked out the concentrations within whose range rests effective sterilization. The ranges seem to be rather narrow and to vary considerably with the organism. Thus yeasts and slimes are more easily killed than molds and some types of molds are peculiarly resistent.

Generally speaking, however, if this disinfectant is used as a spray or wash throughout the plant in a half per cent water solution, it will prove an effective destroyer of all these lower forms

This second chart shows the relation of time and temperature in destroying individual molds. Studies were made at 122° F., 132° and 140° F. You will note that most of the molds escaped destruction even with exposures of an hour with 122°. At 132° only one specie escaped, whereas an exposure of 140° for five minutes killed all of these organisms.

these organisms.

This tells us that our cooking processes and our methods of cleaning with hot water and sterilizing with steam are effective against surface contamination. We know, therefore, that if a cooked sausage, for example, slimes

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These temperatures, of course, do not apply to conditions inside the particular product and here we must use carlier precautions such as effective chilling, curing agents, and rapid handling and the fundamental principles of sanitation.

Value of Scientific Research.

I wish I had time and opportunity to present more fully the quiet and effective work that is going on in your behalf in the scientific research work. We are steadily filling in gaps in our knowledge of the unseen things that happen to our product.

The foregoing results demonstrate the soundness of a conviction which is held by every scientific man in the industry, namely, that the packing in-dustry's most difficult problems will yield in a profitable degree to the method of fundamental scientific re-search. The only way to understand search. The only way to understand and solve the many difficulties which appear to have a varied and mysterious cause is to find the underlying principles, which are usually fairly simple.

The scientific work of the Institute has gone steadily forward, filling in the gaps of our information and building up a body of knowledge which, if supported and continued, will solve many of our most difficult problems and return manifold in the investment.

CHAIRMAN WILSON: Dr. G. A. Perkins, research chemist of the Insti-tute of American Meat Packers, will address us on "Shortening Agents." Mr. Perkins. (Applause)

Shortening Agents

By Dr. G. A. Perkins.

Although the fats are sometimes classified as by-products of the meat industry, the proportion of fat, especially in the hog, is large enough to make it an item of considerable im-

Therefore, it is natural that your Department of Scientific Research has devoted considerable attention to lard in the past two years. The production of a cooking fat is more nearly the manufacture of a homogeneous product than are many processes of the industry, and is accordingly likely to be affected more improvements originating in the chemical laboratory.

Cottonseed Oil and Lard.

A striking example of what chemical improvements can accomplish in the fat industry is seen in the case of cot-tonseed. Within the memory of most of us this seed was a waste product. The crude oil obtainable from it was not acceptable as human food. As a result of chemical treatment, however, this oil gradually entered the cooking fat field until now one and a half bil-lion pounds are annually utilized in this manner.

Lard, on the other hand, has been for thousands of years an acceptable cooking fat without chemical treatment. The opinion is rather prevalent, and to a certain extent justified by experience, that the less processing it aside from mere rendering, the better the product. Certainly we would not advocate any process which would im-

or molds, contamination has occurred pair its fresh natural flavor, which is subsequent to the cooking. has been able to imitate it.

There seem to be ways, however, in which cooperative chemical research on the part of the industry can improve the quality and uniformity of the prod-

Studies in Stability.

Your Committee on Scientific Research has considered all of the points on which superiority has been claimed for various shortenings, and decided to concentrate first on questions of stability. These include particularly the causes and prevention of rancidity in connection with storage, baking or fry-

The research work was started about a year ago in the Institute's research laboratory founded by the generosity of Mr. Thomas E. Wilson at the University of Chicago.

The first step was the rather difficult one of devising a laboratory method for testing the stability of lard, that is,



G. F. SWIFT (Swift & Company, Chicago) Director of the Institute.

of finding whether a sample becomes rancid readily or not. Several methods were worked on, and one was found

fairly satisfactory. Stability tests were then made on representative samples of lard, and tentative stability standards were found for prime steam, open kettle, neutral, dry rendered and refined lards. Many samples have been tested at the request of packers who desired to know whether their products were up to standard in stability.

In order to find how closely the various laboratory tests for stability can predict the actual behavior of a shortening in baking, particularly of biscuits and crackers, the Institute has established a Fellowship at the Univer-sity of Minnesota. This Fellowship will study several stability tests, and find how their results can be interpreted in terms of the practical behavior of the

Consumer Is More Particular.

The stability of lard on the whole has not given the industry much cause for concern. The tendency of the con-

suming public, however, is to become more exacting in its requirements. We find that lard can be produced which is considerably more stable than the average lard or other shortening on the

arket. (Applause) CHAIRMAN WILSON: "A Summary of Recent Developments in Cur-ing Practice," by Dr. W. Lee Lewis, Di-rector of the Department of Scientific Research of the Institute of American Meat Packers. Dr. Lewis. (Applause)

Developments in Curing

By Dr. W. Lee Lewis.

One of the most gratifying recent advances in the curing field is the growing knowledge of how to run plant

We improve our curing practice by periments. These experiments, or experiments. plant tests, must have two qualities, they must be based upon some knowledge of fundamentals and they must be properly conducted. A recent advance has been, as I said before, a growing knowledge of how to run a test.

I would estimate that over half of the plant tests carried out lead to erroneous conclusions. This has spread false traditions and conflicting opinions throughout the industry and has done more harm than good. Experiments run in cooperation with vendors of particular curing shortcuts have been especially baneful, because of the partisan element involved.

To Make Reliable Tests.

There is a growing realization that to carry out a reliable test we must work with one variable at a time, keeping all other conditions alike in the comparison. We must use like raw mamaterial throughout, make our weighing accurately, watch our controls, and base our results, not on analyses of the meat, but upon the disappearance of curing ingredients from all of the pickle into all of the meat, making sure that we can account for all the material we started out with.

Our final products must be accurately scored for quality on a weighted point system. The recent improvement in methods of running plant tests is most gratifying, and members desiring to study a certain aspect of curing are increasingly using the Institute in planning their plant tests.

I would characterize this as the growth of a scientific consciousness in the minds of practical men. If an experiment is worth running, it is worth running right. This takes thought and planning.

Uniform Curing Temperatures.

A second recent advance, not widespread as yet, is that curing cellar temperatures must be uniform throughout the cellar and over a period of time.

Accepted curing cellar temperature

represents a compromise. It is that temperature which is low enough to suppress spoilage and high enough to permit the bacteria which function in color fixation and flavor to grow. It does not do either one perfectly, but to trifle with cellar temperature control, even over such a small range as two or three degrees, makes matters worse.

A day and night or summer and winter drop in cellar temperature makes for poor color, especially under the nithe in c cura curi T sour care It such and

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trate cure. We have come to recognize the importance of temperature control in chilling. We are growing more accurate in the control of temperature in curing.

The nitrite cure is advancing. It is sound scientifically, but requires more care in its use than nitrate.

It is easier to work out on small cuts such as loins, tongues, butts, bellies and sausage than on hams for smoking. It gives a mild, quick cure for boiling

I have yet to find a case of failure of nitrite due to the nitrite itself. It gives a flexible agent in curing and makes for mildness, speed and econ-

Mixed Nitrite and Nitrate.

More recently the mixed cure has come into vogue in some quarters. Some packers use a little nitrite in what is essentially a nitrate cure, others add a little nitrate to what is substantially a nitrite cure. Each plan has its adherents. Both are merely variants of a second pickle cure long known to be effective.

There is no incompatibility between nitrate and nitrite, no objection to the mixed cure if you like it. Nitrite has been working along with nitrate in our curing vats for ages.

The hot cure for corned beef has long been known. Many packers are now using a pure nitrite hot pickle for quick curing canned corn beef.

Hot Pickle for Canned Meats.

Starting with the American work on nitrite, the Department of Industrial and Scientific Research of New Zealand has elaborated the hot pickle process for canned meats.

The meat is submitted to a preliminary parboil for about 20 minutes. This effects part of the necessary shrinkage and part of the meat juices are extracted and recovered.

The meat is then given a further boiling for about 20 minutes in a solution of about .06 per cent sodium nitrite and 10 per cent salt. This effects rapid color fixation, and the salt content is controlled by the size of the cut and the strength of the salt solution.

The meat is then withdrawn, canned, sealed and processed in the usual man-

Also, they cure fourteen to sixteen-pound hams in 28 days by pumping with a pickle containing 10 pounds of saltpeter, and 25 pounds of sugar; placing for 24 hours in 100 degree pickle and finishing in a dry salt cure and containing saltpeter and sugar.

New Knowledge on Curing.

New Knowledge on Curing.

We are constantly adding to our fundamental knowledge of curing.

We have learned that we can get along with greatly reduced amounts of curing agents. We have learned that if a ham is properly chilled it will take a mild cure and we know why.

In fact, we are now positive that the nitrate in pumping pickle is converted into nitrite inside the ham, and actually becomes available for color fixation. A

becomes available for color fixation. A high salometer pump pickle, however, definitely slows up the change of ni-trate to nitrite in pump pickle. We know that when conditions are

right you can get color fixation in a piece of meat with so little as six parts per million of nitrite present.

We have learned that gray spots or so-called under-cured areas in cured meats are less frequently due to under-

meats are less frequently due to under-cure than to destruction of the color, once present, by bacteria due to abuse somewhere of the product.

We know now that nitrate has a special protective action greater than that of an equal weight of salt, and that one pound of nitrite will exert the same protective action as ten pounds of nitrate in the product.

We know that curing is a composite of many changes, some physical, some chemical and some biological, and that they go on rather independently of each other. Thus while a few degrees drop other. Thus while a few degrees drop in pickle temperature will retard color fixation seriously, it doesn't affect salt penetration much. The one is biologi-cal, the other physical and biological changes are more affected by temper-ature than physical changes.

Salt and Other Studies.

We have proven that any good clean commercial salt is just as good as any other for curing. All talk about the significance of one or two-tenths of one per cent of mineral impurities in curing salts is wrong. You cannot use more of one salt of the same chemical composition because it is claimed, sometimes it is milder owing to the manner of proc-essing. Up to at least one per cent, the usual mineral impurities in salt, such as lime and magnesium make no difference in rate of cure, flavor, or

Similarly, one industrial water is as good as another in curing, unless it is extreme in iron content or alkalinity, or so heavy in dissolved minerals that



WHAT SHALL WE TACKLE NEXT? The Institute's Director of Scientific Research, Dr. W. Lee Lewis, looks as though he meditated making trouble for somebody.

they are thrown out on the meat in curing.

These things and many others we have proved and know to be true. They have been worked out in the Institute's Research Laboratory founded by Mr.

Shorter and Simpler Curing.

There remains much to be studied in the direction of shorter, better, simpler curing. Some of these have to do with pure cultures of bacteria in curing, adjusting the reaction of the pickle to an optimum point with soda or vinegar, the use of the vacuum principle in forcing the curing ingredients, the function of sugar, the many factors which affect color fixation, the exten-sion of the dry cure and the hot pickle

All this cannot be done in a day, but will certainly yield to the methods of scientific research. (Applause)

Institute Plan to Date

By Thomas E. Wilson, Chairman Institute Plan Commission.

I wish to discuss briefly the gratifying progress which has been made under the Institute Development Plan which was adopted six years ago. I need not go into the details, important as they are, because the several previous speakers have covered the work in a competent manner. I do wish, however, to call to your minds the avowed purpose of the Plan and then point out in summary how definitely we have progressed towards that goal in these six fruitful years.

You will recall it was proposed that the Institute of American Meat Pack-ers should add to its already extensive ers should add to its already extensive association activities a program of cooperative industrial education and research. To that end, there were added to the Institute staff within a relatively short time a Department of Packinghouse Practice and Research, and a Department of Scientific Research Re partment of Industrial Education. In connection with the latter department and in furtherance of its program the Institute of Meat Packing was estab-lished at the University of Chicago, by the University and the Institute in cooperation.

The Institute Development Plan originally was financed for a period of three years, expiring in 1925. When we met in convention that year, the reports made by the Committee chairmen and members indicated that the work had proceeded even beyond our expectations. However, I sincerely believe that the accomplishments of the last three years are even more impressive.

Although our program is not so extensive or costly as some of the other associations which have undertaken reassociations which have undertaken research activities, I nevertheless believe that the Institute assuredly has been among the leaders in getting its organization under way and in obtaining definite results. By this, I do not mean to imply that all of our problems have been solved, for that is far from being the case, but we have made splendid progress along many lines.

Home Study Course Popular.

In the educational work, the last few years have seen great expansion in the

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home study courses for packinghouse employees. There have been well above three thousand course registrations in this branch of the work, which is being conducted by the Institute of Meat Packing at the University of Chicago.

Plans have just been completed for encouraging the formation of plant conference groups. In these the home study courses will be discussed in a systematic manner by groups of men, under the guidance of company leaders.

Evening courses for men employed in the industry have been continued in Chicago with fine results and have been held, also, in other packinghouse centers. During the last year, one or more courses were given in each of six cities, with the cooperation of the Institute's Department of Industrial Education.

The four-year day course is proceeding in a sound manner at the University of Chicago. This course is for young men intending to enter the packing industry, and is a start on what undoubtedly will develop into an important source of trained talent for this industry.

New Research Started.

A new development in the educational program is the summer course in meat packing for leaders in agricultural circles. This course has been conducted for the last two years by the Institute of Meat Packing for the purpose of giving such men a wider knowledge of our problems and processes, in order that they may have a better understanding of our progress and of our natural limitations.

I shall not go into the merits of our educational activities. This work has been discussed in greater detail by other speakers. Nevertheless, I do wish to point out that our experience so far has shown conclusively that there is a definite need and a definite demand for this program.

Under this same program, a new and intensely valuable type of research has just been started. Four definite problems are being studied and analyzed by competent and skilled investigators. One of these studies is concerned with the demand for meat products and fluctuations in meat prices. The second covers the laws and regulations affecting the packing industry. The third provides for study of capital, costs, and profits in this industry. The fourth study will provide facts about chain store merchandising.

Meat Plant Standards Developed.

It has been charged that the leaders of this industry have kept their minds too close to their pressing day-to-day problems, and that the broad and basic problems which confront the industry have been neglected.

Whether or not this is true, machinery has been provided for collecting and analyzing facts about some of the economic factors which have affected us in the past. I believe we shall find these reports, when the studies have been completed, extremely valuable. The expense of these studies is being shared generously by the University of Chicago.

I turn now to a second phase of the Institute plan, that which comes under the Committee on Packinghouse Practice and Research. I could not in the

time set aside for my remarks give you even a list of the many activities of this Committee and its Sub-Committees. This work covers a wide range and has been exceedingly productive.

In the last few years, standards have been developed for many types of packinghouse supplies and equipment. These standards are important because they pave the way to lower costs and smaller supply inventories, as well as better practice. I urge you all to study carefully the recommendations of the Sub-Committee on Standardization, and whenever possible adopt in your own plant the standards which are proposed.

New Devices Studied.

In the field of engineering and experimentation, many new devices and methods have been studied and reported upon. The list is far too long to repeat. It includes the practicability of automatic recording scales and thermometors, new bleaching agents, dry render-



HENRY D. TEFFT
(Institute of American Meat Packers)
Director, Department of Packinghouse
Practice and Research.

ing, safety measures, liver condemnations, high pressure sprays for washing meats, improved slaughtering methods, and many others. I believe we may be at the threshold of a revolution in our present slaughtering practice.

Prize idea contests have been conducted each year among employees of member companies for the purpose of developing latent inventive talent and increasing interest in the improvement of operating methods. These contests have been exceedingly fruitful and many valuable ideas have been brought forward.

Then of outstanding importance is the development of a packinghouse literature. It was only a few years ago that this industry was practically without a written record of its operations. Today there is a surprisingly large amount of extremely valuable literature which has been developed as a consequence of our Institute Plan.

Meat Plant Literature Developed,

The Sub-Committee on Recording has completed its work on a series of five volumes dealing with packinghouse operations. The fifth volume is now about ready for the press and probably will reach you within a few weeks. This series, which is being used as instructional material in the Institute of Meat Packing, has been made available also to all member companies that they may have a written record of current methods used in the industry.

In addition, four other volumes covering packinghouse personnel and labor problems, packinghouse accounting, merchandising, and the application of science to the packing industry, have been completed in connection with the work in the Institute of Meat Packing. The first already is off the press. The others will be relatively soon. This material has been and will continue to be of inestimable value in training employees, new and old.

Now, lastly, I come to our program of scientific research. Probably no industry has had more baffling scientific problems than the packing industry. Three years ago we had hardly gone farther than to map out our procedure. In the intervening time, results have been obtained which might well have taken many years without a well organized, cooperative scientific program.

In the ham souring study, being conducted under the Arthur Lowenstein Fellowship, it has been established definitely that the souring is caused by an organism present in the living animal. This source has been isolated and will be the subject of further study.

Mold and Slime Studied.

It has been demonstrated positively that nitrite and nitrate improve the keeping quality of meats, in addition to their usefulness in color fixation.

These new findings in connection with the use of nitrite followed closely upon the exhaustive research in the laboratories of the U. S. Bureau of Animal Industry, of packers, and of the Institute and of educational work done by the Institute's Department of Scientific Research, which led to the use of that curing agent by many packers. The nitrite research probably has been the most significant project of the entire program, inasmuch as it has led not only to marked economies in the cost of curing but also to closer control of the curing process, which enables the production of more uniform and hence more desirable product.

The cause and prevention of molds and slimes have been studied, and an effective preventive found.

Considerable progress has been made in the study of lard. In our own Research Laboratory, tests are being developed to determine the stability of

Processing Problems Solved.

A comprehensive study of corrosion on condensers and refrigerating systems has been completed. This study will help the industry to avoid and reduce losses from this source.

The relative value of pure salt in curing has been determined; the effect of hard water in curing has been studied; the proper ratios of pickle to meat have been determined. In short, through our

research program, we have succeeded in taking much of the guesswork out of cering and have put this important process onto a more sound and prac-tical basis.

Much more remains to be done, but it has been demonstrated without question that continued research of a scientific nature will repay us richly. All of this work has been financed carefully, under a strict budget—so carefully in fact that the Committee on Ways and Means has not been called upon to function.

And now, in closing, I wish to thank, on your behalf, the Committee chairmen and members who have so generously given their time and talent in furthering this work. Nearly one hundred men in the industry have partici-pated in the educational and research program. If their reward lies in the results they have obtained, that reward is a rich one. The packing industry may well take pride in the generosity and ability of these men. I know that we all appreciate their efforts.

CHAIRMAN WILSON: This, gentlemen, concludes the program of the Institute Plan. It is simply a touching of the high spots of the efforts of the Plan to keep the industry abreast of the

If President Mayer is here I will ask him to take the chair and finish the meeting. I thank you. (Applause)

PRESIDENT MAYER: I think any one listening to these proceedings this morning cannot help but be deeply impressed with the contribution which this branch of Institute service, launched somewhat later than the regular work of the Institute, has meant to this industry. When one considers, as I did this morning, the number of hours of time spent in this work by men of the greatest ability, men of high salary in their own companies, one can readily figure and really convert to dollars and cents the investment that this industry has in the work of the Institute. That has been notably the case in the Plan, where the work has been very exact and where the results are certainly

deeply gratifying.

I feel that Mr. Wilson cannot be too armly thanked, and his vision too warmly appreciated, for this branch of Institute work which he launched six years ago. I feel that very deeply and I must spontaneously give voice to this tribute to his energy and to his vision.

We will now proceed to a little busi-ess. The Nominating Committee and the Resolutions Committee are not ready to report, I understand. That business will be transacted at the meeting this afternoon. But I understand, Mr. Wilson, that you desire to present some business to the convention at this

Amend the Constitution.

MR. WILSON: I would like, Mr. Chairman, to present the question of the change of the constitution that was submitted some little time ago to the membership. Copies will be distributed at this time.

I think, Mr. Chairman, the membership is pretty well advised on the pro-posed change. It was brought about, I think, by the experience that some of us have had with reference to the oper-

ating of this great Institute and the great machine that has been built up under our present form.

President Must Be Relieved.

The demands upon the President, as has been the custom in the past, he being an active man in his own business, are too great to ask of any of our members. He must be located in Chicago and he must be available at all hours of the day and night, practically, and devote a large portion if not all of his time to the work of that great organization.

We have reached the conclusion, and this has the approval of the Executive Committee, that it is not fair for this great organization to ask any of its active members to take on those tre-mendous responsibilities and make the sacrifice necessary in order to properly conduct the work.

It has been a wonderful undertaking and a great sacrifice on the part of our present President, Mr. Oscar Mayer.



NORMAN DRAPER (Washington, D. C.) Washington Representative of the Institute.

He has devoted a large portion of his time for the past four years. I speak knowingly, because I served as Presi-dent of the Institute for three years, and Mr. Herrick, who served for two years, will tell you the same thing.

Change Form of Organization.

It is only fair, gentlemen, I think, that we change the form of our organization and adjust ourselves to our present-day requirements. In the opinion of the committee these resolutions will do just that.

Briefly, it is the setting up of a Chairman of the Board to head up the great institution, and then electing a President who will devote his entire time to this work and to this industry.

Likewise, some other minor changes that you will note as we go through these items. If it suits your pleasure, Mr. Chairman, I will indicate very

briefly what they are.
[Mr. Wilson read the propamendments to the Constitution.]

MR. WILSON: Those are the changes recommended and I offer them as a motion at this meeting.

PRESIDENT MAYER: You have heard the motion. Is there a second?
[The motion was seconded.]

PRESIDENT MAYER: The mem-PRESIDENT MAYER: The membership has had twenty-one days' notice with respect to these proposed amendments. It therefore is legal to vote upon them now. You will notice, however, that these amendments as proposed carry a clause which enables the membership of the Institute in convention assembled to amend the constitution in future by a three-fourths vote of the members attending and voting instead of the rather inflexible clause requiring the twenty-one days' clause requiring the twenty-one days' notice.

MR. WOODS: Or unanimous con-

[The motion was put to a vote by President Mayer and carried.]

Other Changes in Officers.

MR. WILSON: Now, Mr. Chairman, the Executive Committee seems to favor certain additional changes in the constitution and the Nominating Committee also recommends certain al-

The Executive Committee recommends the abolition of our present four Vice Presidents, these places to be filled from the membership, and the creation of five Vice Chairmen or five Vice Chairmanships, the occupants to be chosen from the membership.

The Committee also seemed inclined to have our assistant Vice Presidents drop the word "assistant," making them Vice Presidents, but we refrained from acting on this yesterday by con-stitutional change.

The Nominating Committee recom-The Nominating Committee recommends that the number of directors be increased by three. That is, adding one on each group, with the terms of the new directorate expiring one in 1929, one in 1930, and one in 1931.

To give effect to these I move the additional amendments in the constitution be adverted.

tution be adopted.
[Mr. Wilson read the proposed additional amendments to the constitution.l

PRESIDENT MAYER: You have heard the amendments.
MR. WILSON: I make a motion

that they be accepted.

[The motion was seconded and car-

ried.]
PRESIDENT MAYER: There being president the meeting is adno further business, the meeting is adjourned.

The meeting adjourned at 12:45 o'clock.

SESSION IV

October 23, 1928.

The meeting convened at 2:20 p. m., Mr. Philip D. Armour presiding. CHAIRMAN ARMOUR: The first

CHAIRMAN ARMOUR: The first to speak on our program is Mr. Willard C. White, of Armour and Company, member of the Section on Wastes in Raw Materials and Supplies, Commis-sion on Elimination of Waste, Insti-tute of American Meat Packers. His Committee have made recommendations with respect to buying and grading swine on the basis of weight and qual-

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t in cur effect of studied; eat have ugh our ity classification. The committee has also cooperated with producers in livestock and marketing agencies throughout the past year.

Mr. White will address you on the topic of "Detecting and Eliminating Wastes in Raw Materials and Supplies." (Applause)

Wastes in Raw Materials and Supplies

By W. C. White.

This is the first time I have had the pleasure of attending the National Convention of the Institute of American Meat Packers, and my first trip is made under much more difficult conditions under much more difficult conditions than I anticipated. My good friend Oscar Mayer concluded, for some reason, satisfactory to himself but questionable to me, to put me on the speaker's list, and assigned to me the subject of "Elimination of Waste in Raw Material." Materials."

It is a big subject, and if I can handle it in a way satisfactory to Mr. Mayer, so that he will feel justified in his choice of a speaker, and if I can inject into my discussion something of interest to those in attendance, and more particularly something of benefit to the industry, I will feel amply repaid.

I am prompted to offer some of my own conclusions based on a more or less intimate contact with the packinghouse problems over a long period of years, and it may be that I can direct attention to what I conceive to be major problems in the buying practices governing the purchase of our raw material, a division of primary im-portance to those engaged in the slaughter of animals for food purposes.

Roughly, I believe that I am reasonably accurate when I state that the federal slaughter of hogs means an average investment of packer money, over a period of years, of approximately \$1,250,000,000 annually.

Grading Can Be Improved.

I think we can concede that sectional requirements have resulted in close classification and grading of the fin-ished produce, but I think my hearers will agree that little progress has been made in the classification and grading of the raw materials. It has often been pointed out that one of the major problems in any manufacturing business is raw material costs, plus efficiency of operation, and I am sure that the importance of these two factors in successful operation are appreciated in the packing industry.

In common with other branches of

industry, the packing business has had to weather the period of deflation fol-lowing the World War, and to struggle with daily depreciation in values over a period of years unprecedented in business history and certainly a time which emphasized the necessity of close supervision of all factors having to do with the purchase of raw materials, regulation of labor loads, efficiency of labor, avoidance of waste in all classes of material, and persistent study of product-merchandising problems.

Have we, as an industry, minimized or overlooked the possibility of laxity in supervision and control of buying methods, giving us an indefinite, inac-

curate, and perhaps hazy view of buy-ing practices, with the result that the bad ones persist instead of being corrected?

Intelligent Buying Imperative.

Much of our raw material is accummulated at so-called primary markets, but stock marketed through that channel represents a relatively small per-centage of the total quantity slaught-ered; and we find even in the major markets a marked diversity in customs or methods, with little or no co-ordination of views of buyers and sellers.

In the direction of uniformity of buying or selling practices, only a hap-hazard system of classification and grading exists, so that there is little possibility of an intelligent analysis of relative values of the different classes at the different sources of supply. course, there will always be times in the different sections of the country when local supply and demand will, temporarily at least, influence local values



WILLARD C. WHITE (Armour and Company, Chicago) Speaker at the Convention.

to an extent not warranted, perhaps, when the national situation is taken into consideration and, again, the international situation.

I realize that there is a difference between local packer problems with the product of certain establishments marketed in strictly local areas and the problems of the interstate and international packer. Naturally, the local, interstate, and international packer all have their place in the big picture of distribution.

Buying Problem Is Complete.

The point I make in alluding to such a classification is to draw your at-tention to the fact that the different factors in distribution may be in-fluenced by an altogether different set of conditions. So that, if we could see the views of all three classes of packer buy demonstrated in one day's market, one week's markets or even for a longer period of time, that wouldn't alter the fact that, regardless of classi-fication, all three factors should be in-terested in accurate grading.

The fact that this condition does exist does not, in my opinion, precludue the possibility and desirability of closer classification and grading for weights and quality in all markets. It not infrequently happens, and has happened in the past three or four years, that spreads are abnormally wide.

We have seen in the past four years a spread in the butcher classes of as much as \$2.50 to \$2.75 per hundred, and in the same year when we had wide spreads in the butcher classes, the packing sows sold as much as \$4.50 discount under top hogs in the butcher class.

Bad Grading Disturbs Values.

I think it is obvious that inaccurate or improper grading classification may not only result in losses to both pro-ducer and packer, but give both factors in the trade an altogether wrong viewpoint of values and trends.

In all other industries we find that there has been close grading and classification, or really standardization of grading. It applies to grains, metals, lumber, oils, in fact practically all com-modities in the way of raw materials with the exception of one we are so vitally interested in.

The packing business, unfortunately, is one of keen competition and relatively small margins, with the addi-tional hazard of an extremely perish-able article with an extremely limited time for marketing.

Always with this business we have the class hazard of deterioration to consider, so that I believe it would not only be beneficial to the industry, but would be helpful to the middleman, and would furnish information to both producer and packer which it is not pos-sible for either to get under present conditions.

The committee of the Institute of which I happen to be chairman, have given more or less consideration in the past year to the matter which is the subject of my speech today, and out of their deliberations have arrived at certain conclusions which have been presented to the Central Administra-tive Committee and referred back for

further handling.

Trade Interests Mutual.

We cannot ignore in our recommendation two factors if we are to make progress in the standardization of grading. Naturally, two interests are plain-ly apparent—the producer and the packer. I firmly believe that today there is a better understanding between producing and slaughtering interests.

I am convinced that this better understanding means that the producer has come to realize that the policies of these two factors in the production and the marketing of the raw material are not antagonistic, that there is a mutuality of interest, and that the success of one cannot be built on the failure of the other.

I am hopeful that as we get a little further into the discussion of this subject, we can count on the friendly interest of the middleman, or commission man, and the U.S. Department of Agriculture. Certainly it would be more than foolish for me to advocate changes in methods of grading and handling live animals if there were the slightest possibility of proof that there is anything son WOL tere gra cou

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detrimental to producing interest in the changes we recommend.

I have already alluded to the seasonal spreads which are legitimate and logi-cal, the result of a decrease or a surplus at certain seasons of grades and weights which are above or below cur-rent demand. That condition is a reasonable one.

Asks Class Standardization.

Wouldn't it be very desirable, wouldn't it be helpful, instructive, to producing, sales, and slaughtering interests if we had a standardization of grading recognized in all parts of the country, so that a class in one market had an exact equivalent in any other, which is the results for the product of the country. making it possible for the producers, commission interests and packers to make an intelligent comparison of values in any and all classes, where-ever the trade is made?

I will have something to say to you of the Section on Elimination of Waste in Raw Materials to the Institute's Administrative Committee, explaining in detail the recommendations of the comdetail the recommendations of the committee in regard to grading for weights and quality. With standardized grading, Class A, B, C, D, etc., would be understood clearly, eventually, by all of those engaged in the production, sale or processing of the raw material. There would be no diversity of opinion as to classification. The recognition of this schedule would greatly facilitate proper sorting, perhaps influencing destination points, to the advantage of both grower and buyer. grower and buyer.

grower and buyer.

I am in position to say that there is a decided interest in this proposition in the country. Cooperative shipping associations in Iowa, responsible for the marketing of close to 50 per cent of the hog production of Iowa in the past year, have gone into the subject very thoroughly. I have had the privilege of discussing with their executives in detail, and I know that the subject of grading and classification appeals to them strongly, as beneficial to eals to them strongly, as beneficial to all interests.

Small Errors Cause Trouble.

Isn't it perfectly obvious that, in a period of the wide spreads previously alluded to, differences of as little as 5 per cent in the estimated proportion of any given class could not only be costly either to owner or buyer, but that the very fact a mistake was made would give both parties a wrong conception of the actual values of that kind of a load?

As I have stated, the product is closely graded. Most of the primal cuts are sold on sharply defined ranges in weight, with certain restrictions recognized as to quality.

You may be interested in the weight classification recommended by the committee. These divisions were made after long deliberation, and represent the consensus of opinion of terminal mar-ket packers, interior packers so-called, and the smaller metropolitan packers, and really work back the recognized weight classifications of the primal cuts. Grades recommended are:

Pigs 130 lbs. and under.

-140-160 lbs.

-170-190 lbs. -200-220 lbs.

-230-250 lbs. E-260-280 lbs.

-290-310 lbs. G-320-350 lbs. farrowed.)

I—Sows under 300 lbs.
K—Sows 300-350 lbs.
L—Sows 360-400 lbs.
M—Sows 410-450 lbs.
O—Sows 460 lbs. and up.

Of course, in addition to these classes, we would have stags and inferior quality hogs, which would be handled under the same weight classifications but graded according to quality as seconds or off-quality hogs.

You will note there is a spread of 10 lbs. in the various weight classes. It was agreed that this spread of 10 lbs. was desirable to provide for reasonable elasticity in classification and less possibility of argument regarding proper classifications; that is, an average of 166 lbs. would put that load in the "B" class and an average of 164 lbs. would drop it back to the "A" class.



HARRY L. OSMAN (Institute of American Meat Packers) Director Dept. of Purchasing Practice.

There is one more angle of waste elimination that I consider entitled to elimination that I consider entitled to serious consideration. That is the very mixed system, or lack of system in handling sow dock and, I might add, stag dock. Figures obtained, representing results of close inspection of more than 14,000,000 hogs in the past two years, show clearly that slaughterers with the stage of the stag sustained heavy losses in the difference between yard dockage and accurate weighing of the pig bag divided into three classes for weights on the killing

Opinions on Docking Vary.

There is practically no cooordination of opinion between individuals responsible for the shrinking, or docking, or in individual market customs. It is largely a matter of individual opinion and frequently not that of a thoroughly practical or experienced man.

The statistics on the large number of hogs referred to indicate that gilts, or aged sows, carry a penalty as compared to the barrows, of at least 5@7c

H—Overweights—All prime hogs. per cwt. I am sure that some constructions grades regardless of weight tive work could be done through the cowould not include any sows that had ordination of live stock exchanges and committees representing the buying forces in the various terminal markets.

We have other factors in waste losses, and some of them I am sure could be attributed to carelessness or indifference in the careful handling of the live animals.

Six to ten per cent of all hogs slaughtered are bruised. Over 5,000,000 lbs. of bruised meat is tanked annually; over 5,000,000 lbs. more goes into trimmings, instead of commercial cuts; and, in addition to that, we have the losses on slightly bruised meats which it is still possible to put out in original form but at a price concession.

There is a remedy for these condi-tions. I am afraid that we do not make the progress in eliminating these losses that we could make if efforts were constant—if those responsible for the handling of the livestock in the country could understand that these losses all have to be paid for in some way. They cannot be sunk nor ignored.

Too Much Bruised Livestock.

Loading conditions in the country could be improved, also handling at the terminal markets—off the cars into the chutes, to the sales pens, to the scale, to the slaughtering establishment. Much damage can be done, and is done, by any or all of these factors in the han-dling of hogs.

Probably all of my hearers are familiar with the premium payments on hogs originating in accredited areas, and the regulation recently made that such hogs, to earn the premium, must be identified by means of tattoo marks. While these hogs only represent a rela-tively small proportion of the total kill, the system of identification could be developed to a point where a large pro-portion of the animals slaughtered are so marked; and if that were done, it should not be taken that there would be anything detrimental to producing interests in such a practice. In my opinion it would be helpful.

Your presence here is sufficient evidence of your interest in the Institute of American Meat Packers. Your interest individually and collectively is necessary if we are to put the packing business in the class of well-regulated closely supervised industries, economically and efficiently handled as other large industries are. All we should want—all we are entitled to—is our place in the sun.

Entitled to Fair Profit.

We are entitled to and should have the ambition to have reasonable re-muneration in return for our services to the agricultural and the consuming interests.

In my opinion, packers are the most optimistic group in industry, and optimism is necessary. That is about all we have to run on sometimes, but I wonder if too much optimism doesn't carry a penalty, and if we could not mix more conservatism with the optimism delays that the interest of the state of the timism and along with that mixture try to eliminate just a little of individual selfish attitude? Wouldn't we have less of grief and uncertainty in the industry? The world would make little progress without optimism.

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CHAIRMAN ARMOUR: Before proceeding with the next speaker I understand the Resolutions and Nominating Committee are ready to report. I would ask Mr. Mayer to take the chair during the time that the Nominating Committee makes its report.
PRESIDENT MAYER: Is the Reso-

lutions Committee ready to report?

Resolutions Adopted

MR. WENTWORTH: The report of the Resolutions Committee is very brief. The first resolution is intended, I think, to grasp the hand of fellow-ship which is extended to us by the producers in their talks yesterday.

Livestock Industry Cooperation.

"Whereas, The livestock and meat industry has suffered for many years from misunderstanding and ill-consid-ered attempts at restrictive legislation;

"Whereas, Several official representatives of livestock producers' organizations have addressed or been in attendance at this convention; and
"Whereas, Such representatives have

extended to the packing industry an invitation to cooperate with the various livestock organizations in the solution of the economic problems existing in all branches of the livestock and meat industry; therefore be it
"Resolved, That the Institute

American Meat Packers express its appreciation of this opportunity for co-operative attack on the problems of the producer and packer and that it exercise at all times the services of the Institute and its member companies to attain this end; and be it further

"Resolved, That it extend its thanks "Resolved, That it extend its thanks individually to the following producer representatives present at the convention: Mr. R. M. Kleberg, Mr. F. J. Hagenbarth, Mr. E. C. Lasater, Mr. Charles D. Carey, Dean C. F. Curtiss."

I move the adoption of this resolution [Adopted]

tion. [Adopted.]

Thanks to Government Departments. MR. WENTWORTH: "Whereas, The

Departments of Agriculture and Commerce have rendered many services to the packing industry at various times throughout the year; and
"Whereas, They are contributing con-

stantly to the knowledge necessary to the conduct and evolution of our industry; and

"Whereas, Various of their representatives have participated in our sessions and programs; therefore be it

"Resolved, That the Institute of American Meat Packers extend its thanks to the Secretaries of Agriculture and Commerce for their assistance and cooperation; and be it further

"Resolved, That a copy of this resolution be sent to each representative from the two Departments who have appeared on our program or assisted in the conferences and work of the In-stitute during the year."

I move the adoption of the resolu-[Adopted.]

Tribute to President Mayer.

MR. WENTWORTH: "Whereas, during the past four years Mr. Oscar Mayer has served as President of the Institute of American Meat Packers,

"Whereas, He has provided a highly constructive leadership throughout this

period, appearing in behalf of the industry on numberless occasions and important places; and

"Whereas, Under his leadership the influence and service of the Institute have attained levels heretofore un-

reached; therefore be it
"Resolved, That the members of the
Institute of American Meat Packers
hereby not only express their heartiest
appreciation of the services which Mr. Mayer has rendered, but further voice their admiration and affection for and loyalty to his person and his lead-ership."

I will second this motion and am going to put it myself.

The motion was seconded and adopted by a rising vote.]

Thanks to the Staff.

MR. WENTWORTH: "Whereas, The various members of the Institute staff have labored long and diligently in behalf of the industry, and



E. N. WENTWORTH (Armour and Company, Chicago) Chairman Resolutions Committee.

"Whereas, The services they render become more varied and important with

each passing year, therefore be it "Resolved, That the membership of the Institute expresses hereby its deep appreciation of the efforts and ac-complishments of each member of the Institute staff."

I move its adoption, Mr. President. [Adopted.]

Industry Standards Approved.

MR. WENTWORTH: "Whereas, The sub-committee on Standardization has been at work since 1921, developing and recommending proposed standards for use of the membership of this Insti-

tute; and "Whereas, This research into the simplification of sizes and styles will result in lower costs to the industry, due to more economical manufacturing, greater production per unit and closer

"Whereas, The proposed standards are subject to revision from time to time; therefore be it

"Resolved, That the Institute of

American Meat Packers, approves, ratifies and urges adherence to the pro-posed standards, and be it further

"Resolved, That a copy of the standards adopted in the following equipment and materials, together with a copy of this resolution be sent to each member company: Lard Cans, Sausage, Lard and Sliced Bacon Cartons, Cheesecloth and Muslin, Paper (grades and uses), Paper (sizes for wrapping smoking meats), Nailed wooden crates and boxes, Lard carton containers, Hand trucks, Beef and Pork Trolleys, Woodenware and Cooperage (including curing vats), String, Twine and Hide Rope, Brushes, 6 pound tin Pans for Jellied Products; Standard Packs for sliced bacon and fancy sausage.

I move its adoption. [Adopted.] Thanks to Committee.

MR. WENTWORTH: "Whereas, The convention committee on arrangements and the ladies committee have added greatly to our enjoyment of the convention, be it

"Resolved, That we extend a vote of thanks to the individual members of each committee for their efforts so ably rendered."

I move its adoption. [Adopted.] Obituary Resolutions.

MR. WENTWORTH: I will ask you to stand during the reading of the next resolution:

"Whereas, During the past year the Almighty has in His wisdom withdrawn from our ranks a number of the mem-

bers of the Institute, and
"Whereas, We feel a sense of loss
at their departure and deeply grieve

their absence; therefore be it
"Resolved, That the Institute of
American Meat Packers take official cognizance of their services to the in-dustry and extend its sincerest sym-pathy to the families so deeply be-reaved."

I move its adoption [Adopted.]

PRESIDENT MAYER: Is the Nominating Committee ready to make its report?

Election of Officers

MR. THOMAS E. WILSON: Nominating Committee, in keeping with the changes in the by-laws passed here this morning beg leave to submit the following names:

Chairman of the Board: F. S. Snyder, Boston.

President: W. W. Woods.
Vice Chairmen: E. A. Cudahy, Jr.,
J. J. Felin, J. C. Hormel, Chester Newcomb, A. T. Rohe.

Treasurer: Mr. Henry Neuhoff, Directors whose terms expire in 1931: Oscar Mayer, T. P. Breslin, W. F. Schluderberg, Thomas E. Wilson, F. R. Warton, A. T. Rohe.

Two directors to fill new positions: (terms expiring in 1930) E. C. Apdrews; (term expiring in 1930) E. C. Ardrews; (term expiring in 1929) Frank M. Firor.

Chairman of the Institute Plan Commission: T. E. Wilson.
Central Administrative Committee:

Oscar G. Mayer, Jay E. Decker, A. T. Rohe, G. F. Swift, F. E. White, Thomas E. Wilson, F. S. Snyder, ex-officio, W. W. Woods, ex-officio.

That completes the list, Mr. Chairman, and it is the unanimous report of the Committee. 928.

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MR. WENTWORTH: I move the adoption of the report of the commit-

[The motion was seconded and unanimously carried.]

PRESIDENT MAYER: The slate as submitted is elected. Unfortunately our new ranking officer, Mr. F. S. Snyder, was called back to Boston last evening due to the quite serious ill-ness of Mrs. Snyder. He is unable to be here. I would like to call on our new President to come to the platform at this time.

President Woods Introduced

PRESIDENT-ELECT WOODS: Mr. President, Mr. Chairman and Members of the Institute. It goes without saying that I appreciate this confidence. I take it as something more than a title that you have given to me. I take it as a recognition of the work of those men and women who are associated with me as the staff of the Institute. On their behalf, as well as on behalf of myself I thank you sincerely for this recognition.

I also should feel deeply ungrateful if I did not express my genuine thanks, and the thanks of the staff, to you folks who have cooperated with us so magnificently for a considerable number of years, and to the committeemen of the Institute who are scattered about in this audience. If we may have that continued cooperation and your continued confidence we shall try to take the Institute into a new kind of program, so that what we have projected at this convention shall not end in

I thank you very much! (Applause.) PRESIDENT MAYER: I feel strongly the wisdom of the step that the Institute has just taken in revamping and changing somewhat its organiza-

I feel that the choice of President is well taken. I can remember back in the early days of the Institute when Mr. Woods entered its service, and he has been continuously in that service ever since. He has made great prog-ress in that work, and particularly in the last year, in which he had quiet hours in which to really delye into the problems of the industry. It has been of inestimable value to him in equipping him for the high position which he is now asked to assume. I believe that all is well! (Applause.)

Institute Plan Dues

MR. WILSON: Mr. Chairman, might I have a word just before resuming the program?

I think it would be appropriate at this time for us to cover the question of the Institue Plan dues for the next period. It is my recommendation that the dues continue as during the past three years; namely, 35 per cent per year in addition to regular annual dues, for a period of three years beginning February, 1929.

[The motion was seconded by Harold H. Swift and unanimously adopted.]

CHAIRMAN ARMOUR: We will now resume the program, and will hear next from Mr. Howard M. Wilson, of Allied Packers, Inc., on "Detecting and Eliminating Wastes in Plant Operations."

Eliminating Waste in **Operations**

By Howard Wilson.

This is a broad subject, being in-timately associated with the details of practically every operation in our in-dustry. There is a right and wrong way to do everything and waste can creep in everywhere. Happily, how-ever, the right way invariably proves to be the easiest way in the long run.

For instance, in our industry we deal almost exclusively in perishable prod-ucts and the secret of successful operations in the processing and handling of these highly perishable products is prompt handling; and the wonderful thing about prompt handling is that in addition to insuring the production of sweet, clean and tasty products it also automatically lowers operation costs. Hence we find that the right way is the easier and cheaper way. Unnecessary delays, such as failure of



HOWARD WILSON (Allied Packers, Inc., Chicago) Speaker at the Convention.

one department to keep up with another, causing products to be held from day to day, is a prolific cause of great waste in our industry, both in labor and product.

Extra handling can be avoided. In many instances increased labor costs, inferior products and sometimes the complete loss of product is traceable to the carelessness of operators. If I were asked for my opinion as to the best way to eliminate waste throughout a plant, I would say, "Prompt handling of all products until finished or until final destination is reached."

Advocates Better Handling.

"Prompt Handling" should be the motto or watch word around a packing house. When this motto is lived up to literally, it will be interesting to note how Old Man Trouble makes himself scarce around a place.

Some of the results noted will be: Absence of tainted or sticky fresh meat products; absence of complaints from the trade on account of off-condition of fresh products; better curing results; lard that is extremely low in F. F. A. content and that will remain sweet for longer periods; greases low in F. F. A. content and easier to sell for more money. Even better tankage is produced when finished today in-stead of tomorrow. These are only a few of the many benefits from prompt handling. The same results I believe, will be noted all along the line.

This "operating at a profit" program is very opportune and one that is of vital interest to everyone in our indus-It is all very well to talk about try. It is all very well to talk about buying right and selling right, etc. Each is very important to success of course; but of what avail is it to buy perfectly good raw material right and sell the finished products at the top available market price for that particular product, if the legitimate profits you have a right to expect have been lost through waste in the processing operations? operations?

But this is only generalizing on the subject and I really want to tell you about something concerning which I feel our industry has been woefully lax. I am going to confine myself to lax. I am going to confine myself to just one department in bringing out the points I wish to make. One could go on indefinitely if attempting to point out the wastes which can creep into practically every operation in every department, but time is limited and I have selected for illustration the department in which, in my estimation, the operations are by far the most important, or, in other words, have the greatest influence on profit or loss of any single department in our industry—the pork cutting department.

I believe I am safe in stating, as

I believe I am safe in stating, as my understanding, that the pork busi-ness constitutes at least 60 per cent of the business as a whole, and in the case of some packers it represents 100 per cent of the business.

Cutting Room Cuts Profits.

Up until the time the raw material reaches the cutting department, it has been kept pretty much intact. Numerous wastes can occur in the handling of livestock and in the killing opera-tions, but they are small as compared with those that can and do occur in connection with the cutting operations. This is the operation that most often decides whether a packer is going to be able to make a profit from this raw material. Of course, this is aside from the question of changing markets, which is a different angle of the situa-tion when applied to inventories of products in stock. of livestock and in the killing opera-

Some men may scoff at this statement. Many times I have heard the remark: "If you can't make them cut out with the pencil, how are you going to do it with the knife?"

My answer to that is: Make every

possible effort to see that the hogs actually do cut out as good as the test. A dollar is a dollar just the same

whether it is saved from waste or made as the result of a profit on a sale. Of course, we all realize that there always have been intervals when mar-ket conditions temporarily precluded any chance of cutting tests showing a

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profit. But I believe that most packers will agree that a profit of \$1.00 per hog made consistently on hog cutting operations would be very satisfactory, and I am going to endeavor to show how \$1.00 per hog can be wasted in cutting operations alone. This is apart from other departments, each of which has its own particular waste problems.

Let us try to visualize a plant of average size with the usual organization. Because of the fact that no two
plants are identical in their methods
and policies, it would not do to describe any certain one as typical. In
the plant under consideration there is
no systematic method or organization
for the express purpose of inspecting
and checking quality of work, although
there probably is some sort of modern
bonus or incentive system, with plenty
of clerks and time study men to check
every labor operation cost. Yields are
checked from reports but these figures
do not give a correct picture of the
situation.

Quality Requires Supervision.

The plant operates with one gang to both kill and cut, and trim and handle offal, and employs, say, two foremen, and in the neighborhood of 100 workers. These two foremen watch over and handle every detail connected with these operations and they are held responsible for the quality of the work as well as for the expense of the department. More than likely, they have heard a great deal more about their expenses than they have about the quality of work turned out, hence they keep costs uppermost in their minds.

There are no department inspectors employed to check quality as in many other industries, and as a consequence the only check on quality (aside from the inspection by the foreman himself) is that made by the superintendent or manager when he comes through. It also should be taken into account that this foreman probably isn't the best in the world, either. It may be that he is utterly incapable of figuring a test himself, and possibly he is not even a good butcher. I have seen many who were not.

The managers of this plant which I am describing do not believe in written instructions, therefore no written cutting instructions are issued detailing how cuts are to be made, and no regular instructions are issued by the man who is supposed to follow the markets, figure tests and determine which cuts are most profitable to make from this valuable raw material being handled.

I might even go further and say that perhaps no one certain individual is charged with this responsibility. It may be determined by a hit-or-miss policy. Tests may be figured only occasionally, so that the managers find out a change in the cutting policy on some particular cut is profitable three weeks after the change should have been made. They are sorry, of course, that they didn't notice this sooner, but they were busy and had so many other things to look after.

In such a case, it would certainly eliminate one kind of serious waste and pay big dividends to have someone in that organization charged with the sole responsibility of determining the profitable cutting policies.

profitable cutting policies.

Now we have the stage set and shall

try to detect some of the wastes that can and do occur in the cutting department of this plant.

Much Waste in Bad Cutting.

First, we shall consider some of the wastes that can occur from lack of instructions or from improper instructions on cutting policy.

1. Should we favor backs or bellies in splitting?

When bellies are higher in price than fat backs, with no particular spread between averages of bellies or backs, sides should be split wide of scribe mark to favor bellies. Failure to do so means loss of 15@20c per hog. On the other hand, with a wide spread between the averages in favor of light bellies and fat backs, sides should be split to favor backs. Failure to do so will result in losses as high as 50c per side, or \$1.00 per hog.

2. Should we reduce average of bellies by cut down?

With proper spread in favor of the lighter average bellies, the removal of 2 lbs. in shoulder brisket will make from 20@40c per hog. Failure to do so results in the same amount of loss.

3. Should we save or tank certain products?

At the present time, a 10-lb. fat back tanked when it should be saved loses 25c, or 50c per hog.

4. Should we trim out certain cheap cuts?

Under proper market conditions, it often pays as much as 50c per hog to trim out certain cheap cuts. Failure to take advantage means a like loss.

5. Should we retrim for extra lean trimmings?

Failure to retrim certain grades of regular trimmings under proper market conditions loses 4@5c per hog.

6. Should we make trimmings lean

Regular trimmings can stand a variation of 1 lb. more or less fat per hog



KINGS OF CHEESE AND SAUSAGE.
Officers of the J. S. Hoffman Co. get
together at the convention. Left to right:
S. Salinger, vice president, New York;
M. Katz, general sales manager, Chicago;
president J. S. Hoffman, Chicago.

under proper market conditions. This can lose or make as high as 8c per hog.

7. Failure to save lean trimmings.

Running all into regulars results in a loss which may run as high as 20e per hog, according to the proportion saved.

8. Should we split jowls for trimmings?

Failure to split jowls when tanking them will lose as high as 30c per hog. 9. Should we reduce average of loins?

Loins averaging on the line can be reduced with a small amount of extra trimming. In some cases fat loins with proper trimming make 50c a piece or \$1.00 per hog.

10. With a high market for extra lean trimmings.

Failure to trim certain cuts closely, which can be done legitimately, results in losses as high as 15@20c per hog.

Operators Must Be Checked.

We have now seen that we can waste a great deal through improper instructions or lack of proper instructions on cutting policies. Now let us see what happens, even when full and proper instructions are given, and consider losses from careless, indifferent, incompetent or overworked workmen.

1. Improper sawing and cutting of of hams in extreme cases results in losses ranging from 50@75c per hog due to differences in the price of belies and trimmings, loins, hams, extra trimmings and fat trimmings to the tank.

2. In the trimming and skinning of hams a combination of faults, such as too close a trim and scoring or skinned hams, results in loss up to at least 50e per hog.

 Scribing too wide or too deep will give the same results as wrong side splitting and can easily lose 50c per hor.

4. Loins, if pulled too fat and surplus fat removed and tanked, will lose the difference between lard value and fat backs value of the fat. This will amount to at least 2c per lb. If loin trimmer scores unnecessarily, there is a loss of 10c per lb., or the difference between the loins, the value of the trimmings and the lard value. This loss will average 6c per lb, for unecessary loin trimmings produced. Sometimes it amounts to 6c per hog.

5. Careless belly trimming can lose 40@50c per hog. A ¼-in. strip off the side of a 14/16 square-cut seedless belty will weigh at least 1 lb. A workman by careless trimming can waste 2 lbs. per belly, or 4 lbs. per hog. The difference in value will range from 10@40c per lb.

6. Shoulder bones can be removed with 50 lbs. of meat per 100 hogs. If the meat on bones is 100 lbs., the loss will be 50 lbs. The difference in value may be as high as 10c per lb. or 5c per hog.

7. If two butts are sawed ½ in short and there is a loss of 3 lbs. of butt meat, the difference in value between butts and picnics will be as high as 10c a pound or 30c per hog.

8. If ham and picnic shanks are short, the loss will often average 4 h.

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per hog at an average difference in price of 20c per lb., or 5c per hog loss.

9. A careless trim of 1 lb. off a picnic means 2c less per hog at 5c a pound spread in value or 10c per hog loss. A careless trim of ½ lb. off two boneless butts with a difference in value of 16c per lb. means a loss of 8c per hog

10. Twenty lbs. of surplus meat left on 100 neck bones with a difference in value of 10c per lb. means \$2.00 loss, or 2c per hog.

11. Miscellaneous small products, such as pig tails, if not properly trimmed when fat is greater in value, can aggregate losses as high as 10c per hog.

Losses Can Be Eliminated.

From this survey of possible losses it can be seen how simple a matter it is to waste \$1.00 per hog and to detect such wastes by pointing out the places where and how they can occur. The elimination of these losses or wastes after detection should be just about as simple as their detection if we are willing to put in as much time, effort and expense on this largest leak in our business as has been put into the elimination of pay roll losses.

Possibly a great many will never be willing to go to the necessary trouble and expense, properly to safeguard themselves from a condition such as pictured here. Some will not admit that these conditions can exist, or at least will say they are not as bad as pictured; but I warn you that some of the wastes which I have described exist to more or less extent in every packing. to more or less extent in every packing plant I have ever visited, and it would no doubt behoove everyone in this in-dustry to give serious thought to more systematic reports to eliminate them.

Packers throughout the industry have spent hundreds of thousands of dollars to install modern systems of labor incentive or bonus plans with a view to cutting labor costs. They have gone to great expense and have emloyed small armies of extra clerks and ployed small armies of extra clerks and time-study men to lop a few skimpy dollars from the payroll because the payroll is easy to see. It bobs up every week with unerring regularity and the results show up very plainly and quickly; but the results of the losses I have pictured only show up in the final profits, and so many other factors enter into these figures that we are prone to overlook the hidden waste. are prone to overlook the hidden waste.

Production Losses Greater.

But we must not overlook the fact which stands out as plain as day, that bonus or incentive labor plans which induce workmen to turn out more work per hour or day are extremely danger-ous propositions, without a counter plan to safeguard quality of workmanship. When, as has been shown, a careless, incompetent or over-crowded workman can waste fifteen to twenty cents with one stroke of his knife, saw or cleaver, it becomes evident that savings in labor cost by increased production is the rankest kind of false economy.

Awhile back I used the words "skimpy dollars," and I meant that because the dollars possible to save by reducing labor costs are few in comparison with those to be saved by the elimination of waste.

And I make bold to state here that

in any plant where reduction in labor costs have been overstressed, it will be found possible to save ten dollars through waste elimination to every one dollar which can be saved by further elimination of labor. Often it will be found possible to effect savings in production by the addition of more labor expense rather than a further curtailing of same.

For example, an average hog-header heading hogs on the rail can handle properly about 200 hogs per hour. At this rate he should do splendid work. An extraordinary man on this job, of course, might do considerably more work right, but I haven't seen many of this type anywhere.

Now we will take the case of an average workman trying to head 350 hogs per hour spurred on by bonus system or some premium for lots of work. It is easy to get a man who will cut the heads off of 350 hogs per hour—but how? A check on his work shows that



JOHN R. KINGHAN (Kingan & Co., Indianapolis, Ind.) Director of the Institute.

every head is carrying an excess amount of poll meat, or, in plainer words, Boston butt meat, for it is off the tip end of the butt. Boston butts have been worth real money for some time; in fact, at the time I figured this test, Boston butts, green value in Chicago, were 29c per pound; at the same time head meat was 15c. Anyway, the differential is usually about the same, so we find a difference of 14c per pound

Bonus Spur May Do Harm.

Now it doesn't take a very big piece Now it doesn't take a very big piece of meat to weigh two ounces, and all this one header, doing almost as much work as two average headers, can do correctly is cut and slash straight across the back of the neck, leaving the across meat on the head. (To leaving the excess meat on the head. (To leave it where it belongs requires some skill and considerable care.) On this basis he is losing 45 lbs. of Boston butt meat

per hour. His regular rate is, say, 60c per hour; but on account of his extra speed he is earning at least a ten per cent bonus, so he is paid 66c per hour or 6c additional for losing—let us see how much.

Forty-five lbs. times 14c equals \$6.30 per hour in production—just about in line with the statement I made previ-ously of the possibility of saving \$10.00 in waste elimination for every dollar possible to save on labor.

Now let us figure out right here the solution of this particular kind of waste. Two men could have performed this operation almost perfectly—at least the only excuse for not doing so would be only excuse for not doing so would be carelessness. (Lest we overlook a feature here, let me remind you that this head-meat problem is only one item, probably the biggest one, but no account has been taken of the slashed jowls ruined as far as bacon squares are concerned and which must be tanked—the scored tongues and the scored cheeks which are a natural result of the cheeks which are a natural result of the

slashing speed in this case.)

The solution: Had this plant been checking the quality of work through an inspector whose sole interest was in full yields and quality, and who was in no way under the jurisdiction of anyone solely interested in keeping down the labor costs, this condition would not have existed. Such an inspector should report to the manager, and a wide-awake manager certainly would know how to handle this situation. Even if the manager were not a practical operator himself he certainly would insist that the waste be stopped, by added expense of another man.

Labor Cost vs. Production.

Don't get the impression that I am knocking the incentive of bonus labor plans. On the contrary, I certainly feel that they are a step forward in our industry, and I am only trying to point out how much more important it is to detect and aliminate weste in producdetect and eliminate waste in produc-tion or product than it is in the labor cost, and that far more time, energy and expense has been devoted to reducing labor cost than has been applied to safeguarding product.

When looking at this from the proper angle we might properly admit we have put the cart before the horse, and at once plan and arrange to install a sys-tem or method of counter-check on quality of workmanship for every important operation where waste occurs, and to tie this in with labor incentive and to the this in with labor incentive plans which only stimulate quantity of production. In other words, where a premium is offered for greater produc-tion there should be a counter-penalty for the per cent of improperly per-formed work turned out.

A system of checking operation for quality working independently but in cooperation with the labor incentive system should eventually put these operators on a profitable basis to both parties concerned, i. e., the workman and the employer. A production control system such as I have in mind should include a method of checking and ratinclude a method of checking and ratinclude a method or checking and rating every important operation on a percentage basis, and of course should entail the expense of providing the necessary inspectors to make these checks regularly.

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selves to be skilled workmen. Intelligent young men could be employed and, with the proper instructions, they could check each vital point and rate the operation according to their findings. A very fine feature of this system, to my mind, would be the ease and speed with which these inspectors would be able to acquire an education in the fine points of our business.

Labor Instruction Needed.

Proper education of young men has been the crying need in our industry for many years. It is gratifying to note that lots of good work has already been done and is being done right along. It would appear that the only prac-

It would appear that the only practical and sure way to take hold of the elimination of waste problem in operations would be for every packer to supply himself with complete and proper tests, arrange to have them figured systematically at sufficiently frequent intervals to catch changing market conditions at all times, and then to issue with the same regularity the proper cutting instructions, employing sufficient inspectors or checkers to insure that the instructions are followed to the letter and that the quality of workmanship is kept up to a definitely high standard.

Our industry as a whole has vast accumulations of records pertaining to labor costs. I fear the records are pretty skimpy on the percentage of efficiency attained in the proper performance of each operation in the all-

important field of production.

When we as an industry make up our minds that we are really going after this elimination of waste problems in an earnest and systematic way, and are willing to pay the cost, then and only then will we begin to show satisfactory results and really become as efficient as the average man on the street thinks we are when he pulls the old gag that the modern packer loses nothing but the squeal, and is seriously thinking of making canned music of that.

I wanted to stop here but just could not make up my mind to do so without saying a few words on one off my own personal pet hobbies: Catch basins in general, but particularly the final catch basin and outlet sewers.

Sewage Systems Wasteful.

If you would eliminate a great waste, one which I believe to be prevalent in many packing plants in this country, get an intimate knowledge of your sewer systems, find out where they go and what they carry; pick up every one of them that has a possible chance to carry meat scraps, fats, lard or grease, from any operations whatsoever and turn them all into a modern final catch basin. Let this catch basin represent your watch dog to stop all final waste; treat it as a wonderfully important part of your plant equipment; don't stick it away down in a deep hole where the attendants have to heave everything out of it—if properly constructed it doesn't have to be a dirty, filthy, stinking hole, the skimming and cleaning of which is a dreaded operation.

If your catch basin is inoperative or is woefully neglected by everyone concerned, it may be losing you \$50, \$100, \$150 or \$200 a day—it all depends on the volume of your operations; but one barrel of 400 lbs. of grease is worth at least \$30.00.

If a packer finds out upon investigation that his catch basin equipment is old and out-of-date, or for any reason inoperative or too small, he should lose no time in getting a modern catch basin of proper size installed. It should be made easy to skim by mechanical skimming devices, and the immediate surroundings as well as the basin itself should be made in such a manner as to permit of thorough and easy cleaning. Placed adjacent to the inedible tank house, with a blow tank in connection to deliver the fats to the tank when thoroughly cleaned each day, it will return your investment very quickly and cannot possibly give offense to the eye or nose of anyone.

I feel that I have only scratched the surface of this very important subject but have tried my best to impress everyone with its importance by selecting some of the points at which waste occurs with the greatest regularity and largest losses. One might go into a lengthy discourse on the amount of waste involved in the short-sighted policy of operating machinery and equipment long past its days of useful service—when it very likely is costing more to keep it running than it is worth—or talk at length on the tremendous amount of waste in packinghouse power plants.

Figures gathered by the Institute sometime ago disclosed that some plants were using two to three times as many pounds of coal per head handled as others. This is due almost entirely to old antiquated equipment as compared to modern, and the waste in such a case, if eliminated, would pay for the modern equipment, in some cases in five years or less.



THE ONLY WOMAN PACKER.
Mrs. G. H. Nuckolls, successor to the
beloved Harvey Nuckolls as actual operating head of the Nuckolls Packing Co.,
Pueblo, Colo., visits the convention with
her daughter and fellow-director, Della
Vanna Nuckolls.

But time is limited, so I must make way for others. I thank you for your attention.

CHAIRMAN ARMOUR: We thank you, Mr. Wilson, for your very practical and valuable contribution to this discussion.

The next speaker is Mr. G. M. Pelton, of Swift & Co., who will discuss "Eliminating Wastes in Accounting and Finance." Mr. Pelton. (Applause.)

Wastes in Accounting and Finance

By G. M. Pelton.

Obviously it would not only be impossible to fully discuss methods of detecting and eliminating wastes in accounting and finance in the short period of time allotted to this topic, but it would be presumptuous on the part of the speaker to assume there is need for such detailed discussion before this large audience of experts. In fact, it is probable a majority of you have already detected most of your wastes, and agree that the real problem is to find ways and means of eliminating them. But the speaker is desirous of emphasizing certain fundamental points which appear to be worthy of review at this time.

In the first place, as all of you know, the packing industry is one of small profits, due, among other things, to the fact, first, that packers do not have control over either the volume or the prices applying to purchases of live stock, but must make purchases at the prevailing prices; and, secondly, to the fact that, in the merchandising of finished products, perishable as most of them are, sales generally must be made at the going market prices.

In between these two outside limits of buying and selling price and volume fluctuations, the packer must work on a spread averaging only about 13 per cent, according to census figures, which spread is smaller than that found in most basic industries; must disassemble, instead of assemble his raw material, and do his figuring on an "opportunity" cost basis, because that is the only known practical method of figuring his costs; and must deal with a product that is not uniform, that is highly perishable, and that demands being handled with the greatest dispatch and vigilance at all times.

Packers Losing Money?

It is not at all surprising, then, to know that, based on reports of the U.S. Bureau of Internal Revenue, out of 592 meat packing companies making returns, 166, or 28 per cent, suffered losses during the entire seven-year period from 1918 to 1924, inclusive. And, although separate figures have not been available for meat packing companies since 1924, due to the fact these figures have been consolidated with those of other companies producing food products, the published reports of a large number of packers indicate the ratio of these suffering losses has not changed materially, if at all, since that date.

In fact, the reported net profits of the four big packers combined for 1927 averaged only two-thirds of one per cent on sales, and two and one-half per cent on invested capital, which was not only less than one-half their average for the year 1926 but was also much smaller than the 1926 average for thirty representative meat packers, large, medium and small in size, whose earnings in turn are ridiculously small as compared with the reported earnings of certain representative companies in other basic industries, as shown by Exhibit I below:

COMPARISON OF EARNINGS ON SALES, STOCKHOLDER'S INVESTMENT AND TOTAL MONEY USED FOR 1928.

Sales	Stock- holders' Investment	Average Total Money Used
Thirty representative meat		
packers 1.4	8.1	5.7
General Motors Corporation 17.6		21.7
General Electric Co14.8		11.3
U. S. Steel Corporation13.3	14.3	8.1
F. W. Woolworth Co10.9	31.8	25.8
Sears Roebuck & Co 8.0	14.5	12.0
The Procter & Gamble Co 6.5	18.4	12.9
The Quaker Oats Co	18.1	13.7
Standard Oil Co. (Ind.)	18.1	12.9
The Palmolive Peet Co		11.5
The American Can Co		10.2
International Harvester Co	19.9	7.6

Now appalling as these figures may seem to be, they are indicative of the basic handicap under which the meat pasic nandicap under which the meat packing industry is operating as com-pared with other leading industries. They also seem to show the vital need on the part of each and every organi-zation in this industry to do every-thing possible to eliminate waste.

Capital Being Wasted.

Generally, these wastes may classified into two broad divisions:

- 1. Those due to inefficiency or in-
- 2. Those due to the actual squandering of capital either knowingly or unknowingly; that is, competitive

For example, if you borrow or take certain capital out of the bank, say \$50,000, and buy raw material and pay labor, insurance, taxes and other expenses, you are spending capital. Suppose, for purpose of illustration, these expenditures total the \$50,000 you have taken out of the bank. Suppose further, that in the price realized for your product you fail to get this \$50,000 back

What is the result?

Why obviously, gentlemen, all will admit that capital has been wasted. You may call it a loss. But, as a matter of fact, it is a waste of capital. And yet this is the kind of waste that is occurring every year, in every organiza-tion, every day, in this industry. In some cases

It is a waste which is occurring over a long period of time where sales are habitually being made at from 1/8 @ 4c a pound under the price for which the product should be sold, and

(2) It is a waste in other instances, usually over shorter periods of time where actually several cents a pound, possibly two, three, four, five or even more cents a pound loss is being taken.

Competition of this sort is not only commonly found, but is peculiarly ap-plicable to this industry, because of the small units of sales which are regu-larly made. In the apparently mad

rush for volume, practically each and every organization is pushing forward breathlessly, and more or less harshly to get business-more orders, more vol-ume-and with added and increasing wastes of capital.

Right at this point it might be well to stop and take stock, and listen to the sound philosophy of a lone Chicago business woman—Mrs. Snyder—who long ago adopted the slogan in her cardy havings "I can't make all of the candy business "I can't make all of the candy in the world, so all I can do is to make the best of it." That woman, gentlemen, has been successful because she has made good candy and gets a proper price for it.

Isn't it possible for us to emulate that woman in this industry? She is not trying to do all of the candy business in the world. She is satisfied to make a profit.



G. M. PELTON (Chairman, Committee on Accounting) Speaker at the Convention.

Now it seems to be quite generally agreed there are three fundamental functions in the management of each individual meat packing company: The merchandising, which has to do with the combined buying and selling problems; the operating, and the financing of and accounting for the organization of and accounting for the organization as a whole. Clearly, it is the direct responsibility of the buying and selling organizations, and also the operating organization, to do everything possible to effect savings and economies in the handling of their affairs; to detect and eliminate wastes, and to buy, manufacture, sell and distribute products in the most accentable manner. most acceptable manner.

Responsibility Is Threefold.

It is the direct responsibility of the financial organization to supply the necessary funds, and it is the responsibility of the accounting executives to supply the merchandising and operating divisions and officials of the company with adequate current and com-

parative reports, figures, and statistics, properly interpreted and coordinated, to assist these operating and merchandising executives to determine if they are getting full and adequate use of capital employed on a profitable basis. Of course, the financial and account-

ing staff can effect certain direct econ-omies within their own ranks, such as securing necessary borrowed funds at the lowest possible interest rates, preparing statements, reports and records in the most modern and economical manner, and in getting a full day's work for a day's pay. But the real sav-ings and economies should come and usually do come from the changes made by operating and merchandising de-partments, either as a result of their own independent decisions, or actions taken as a result of suggestions and recommendations made by financial and accounting executives.

In your company, are you sure your buying, selling and manufacturing departments are getting their money's worth of accounting service?

Proper accounting service should help you materially in determining whether or not you are operating efficiently, and, therefore, whether or not you are avoiding wastes, leakages, and losses of all kinds. We shall consider these questions in the order named above.

Buying, Purchasing and Selling.

Is your live stock buying organiza-tion paying more than it should for livestock, particularly at certain times, bestock, particularly at certain times, because your test cost figures are incomplete and inaccurate; or because your selling organization is constantly attempting to increase its volume, more or less irrespective of sales prices or costs, with the faulty thought in mind that increased volume will solve most of the more results problems?

of the poor results problems?

Or, are you attempting to avoid large losses and wastes by doing more selecitve selling from territorial, product and sales order standpoints, with less volume and at prices that cover all of your costs and expenses of doing busi-ness, including a fair profit to your owners or stockholders?

What are your surplus net profits on sales, net worth, capital stock and total assets as compared with competitors? Is the spread between your buying and selling prices sufficient to cover total costs and expenses, including interest, depreciation, obsolescence, writeoffs of financing and refinancing expenses, federal taxes and dividends?

Or are your results erroneously overstated due to your having disregarded certain items of expense and financial

certain items of expense and financial burden, and to your having bought at prices which were too high and sold at prices which were too low?

Gentlemen, nobody is going to solve or even partially improve this situation except you, and it would seem that one of the most practical ways to get at the problem is for each of us to do a more selective piece of sales work from the standpoints of territories, products and sales orders; and to try to get prices we are entitled to as indicated by our full costs, expenses, and dicated by our full costs, expenses, and a legitimate profit.

The importance of this subject has been discussed in other sessions of this convention, and if we each try to do our part we shall have done much to eliminate, or at least to reduce, one of

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the most fundamental losses and wastes known in this industry.

Certain Other Merchandising Wastes.

The improper handling of certain other merchandising matters causes large losses and wastes—wastes that affect your company from a money outof-pocket standpoint.

For example, are your monies tied up in accounts and notes receivable and inventories working as rapidly as they should, or are you handicapped in these respects because you are attempting to meet unjustified and unsound demands of certain departments within your own organization, and unsound practices of certain competitors?

The longer an account stands on the books, the greater is the chance for loss. In the meantime, the money tied up is costing you interest and is not producing a profit. In fact, the grant-ing of excessive and easy credit, both as to amount and time involved, is one of the primary causes for the downfall of many debtors, with resultant losses that affect all parties concerned.

How often does the money tied up in inventories produce a profit? Are inventories properly priced or do they contain unearned and fictitious profits? Real profits only result from economi-cal and satisfactory manufacturing and merchandising activities.

Are excessive stocks of raw ma-rials, supplies and finished stocks rried for anticipated speculative terials, carried profits, which all too frequently result in speculative losses? Our real function is to buy, manufacture, sell and distribute, and not to speculate.

How do the sales you are getting per dollar of fixed property compare with those of your competitors? Are certain properties inactive, and what are you trying to do to put them to work? Have you capitalized items that should have been charged against results? Have you failed to make proper repairs, and consistent write-offs for deprecia-

Costs.

Are you including all items of cost that should be included, or are you figuring a considerable portion of your costs on a "money-out-of-pocket" basis, thus permitting your sales departments to sell the products at prices which are too low, or on a so-called "break-even"

Do you prepare adequate unit cost statistics, which compare "money-outof-pocket cost," plant cost, cost to make and sell, and total cost to do business, so that you can definitely locate the causes for increasing and decreasing costs, gains, shrinks, yields, and results, and determine the exact responsibilities of your operating, merchandising or financial executives for prevailing conditions?

Concealing Facts Harms All.

Broadly speaking, this all means that if the management of any packing company chronically fails or blindly refuses to recognize sound financial and accounting information, and goes into a competitive market and sells its products at prices which do not cover total costs of doing business, including a fair profit, that management is merely "kidding" itself, or at least is kidding some of the company's creditors and



P. D. ARMOUR (Armour and Company) Presiding at Fourth Session.

stockholders into believing it to be successful and making money whereas, as a matter of fact, it is actually losing money, and consequently is skidding along towards financial embarrassment.

Furthermore, if the management uses an excessive percentage of its profits and current borrowings for fixed property expansion, or increases its long term indebtedness, thereby creating un-duly burdensome interest, sinking fund and fixed and financial charges when



HE WAS WAITING FOR THEM. When Richard W. Howes, head of Swift & Company's sausage and casings departments, arrived at Atlantic City with Mrs. Howes, Jake Hoffman was waiting in the lobby to steer them in front of the camera.

it is doubtful if the future sales and earnings will justify such action, that management is doing its company, together with the stockholders, creditors, and all parties concerned, an irreparable injury.

And yet these are illustrations of economic waste of capital which are altogether too prevalent in industry and probably represent the penalty which is paid because industry has to be managed by human beings, and are indi-cative of some of the major reasons why so large a number of concerns are not successful. This type of loss, insidious, far-reaching and destructive as it is in its action and effects, is probably the cause for more waste—capital waste—than that resulting from all other causes combined, and until a proper viewpoint is adopted in matters of this kind, it will continue to cause additional losses and wastes of enormous proportions.

Capital Losses Avoidable.

In conclusion, you may make a practical inquiry at this time which is entirely logical and fully in order, this inquiry being: "What shall we do about all of this?"

A question of this kind recalls to that world famous statement made not many months ago by one of our most distinguished citizens, when he said: "I do not choose to run for President in 1928."

Gentlemen, you all know there was considerable speculation as to just what he meant when he made that statement. But there need be no speculation in your minds when you return to your offices as to whether or not it is within your province to choose between making decisions permitting wastes or those eliminating them.

You do have a choice in practically

all of the matters you decide each ar every working day of the year. For example:

You may choose to discontinue borrowing money for fixed property expansion when there is doubt as to the profitableness of such investment. The same thought applies to carrying inventories for speculative purposes.

2. You may choose to do a more selective and profitable job of selling and distribution from territorial, product and sales order standpoints, thereby decreasing the necessity for added or even present physical volume and live-

stock purchases.
3. You may therefore choose to be more painstaking in the granting of credit, both as to character and condi-tion of the debtor, and as to the amount and terms allowed.

4. You may choose to develop further economies and improvements in op-erating plants, branches and all fixed property and equipment. To illustrate you have a choice between the use of a three or five-ton truck costing from two to three thousand dollars, for certain delivery purposes, and a one and one half ton truck costing only a few hun-dred dollars which will do the required

As a matter of fact, practically all your duties involve making a wise choice that will result in savings and profits, instead of an unwise choice that will result in losses and wastes. To assist you in making these decisions you 928.

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So, it would seem that, irrespective of what our jobs may be, there is something which each and every one of us can do in a practical way each day to decrease or eliminate waste—a waste, which if allowed to continue, will eat up our capital structure. Will you exercise your choice?

CHAIRMAN ARMOUR: Next comes the subject of eliminating wastes in distribution.

This is one of the most important of topics. We were to have heard first from a very successful merchant in another field who has acquired national fame as having the courage to cut off unprofitable customers.

Mr. Lewis H. Bronson, of New Haven, Conn., a hardware merchant, was to have talked on "Our Experience in Eliminating Unprofitable Orders and Territory." Unfortunately Mr. Bronson could not be present, but his address will be included in the record.

The next speaker is Mr. Howard C. Greer, Director of the Department of Organization and Accounting of the Institute. He will speak on the experience of three packers with respect to small orders. (Applause)

Cost of Handling Small Orders and Accounts

By Howard C. Greer.

It is generally conceded that the cost of distribution is one of the most serious problems facing industry today. While production costs have been studied intensively for years, we are only just beginning to give similar thought to distribution costs. Moreover, while production costs have been decreasing, distribution costs in many lines have been increasing. The analysis and control of these costs is a difficult task, but one well worth accomplishing.

The Institute's Commission on Elimination of Waste has a Section on Distribution; also one on Accounting and Finance. The plans of both have been indicated to you in other talks given earlier this afternoon. I am here to tell you very briefly about some studies which are being made on behalf of the Distribution Section through the cooperation of the Accounting Section and the Institute's Department of Organization and Accounting.

If there are sources of waste and loss in the distribution practices of this industry, we want to know what they are. If there are abnormal costs in the handling of any class of trade, we want to know how much they amount to and what can be done to reduce them or to compensate ourselves for them. It is the task of the accountant to learn the facts, and to arrange and interpret the facts so that they may be intelligible to the executive who must make decisions and formulate merchandising policies.

Study Cost to Handle Orders.

We made our first brief study in this field last winter. It dealt with the cost of distribution under various methods and on various classes of trade—wholesalers, local retailers, suburban retailers, country customers, car lot shipments, etc. Some of the findings were presented at regional meetings of the Institute last spring, and were later published in booklet form under the title: "What Does It Cost to Sell and Deliver Your Product?"

We are now making another study, designed to determine the cost of handling small orders and accounts. Four packing companies are cooperating in this study. They have opened their records to us and have given us the assistance of their clerical staffs in determining the facts we need.

In two companies we have analyzed the results of a branch house; in a third we have studied a group of car routes; in a fourth we are taking certain territories into which this concern makes less-than-carload shipments of

HOWARD C. GREER
(Director, Dept. of Organization and Accounting)
Speaker at the Convention.

smoked meats and manufactured specialties.

The study is still in progress. I want to give you today merely a few of the high-lights of the findings which we have developed to date. These relate almost exclusively to the branch houses, which we happened to finish first. The car route and other figures will be added later in a bulletin we shall publish on the subject.

Small Order Facts.

The two principal questions raised by us in this study were the following: First, what are the facts as to small orders and accounts and their relative number and volume? Second, what does it cost to handle a small order or account as distinguished from a large one?

We might have gone further and asked whether the companies in ques-

tion are getting a margin on small orders and accounts sufficient to cover the added cost of handling, if any, but we have left that question so far for each company to ask and answer for itself.

Here is what we found out about the size of orders. In a branch house of what we may call Company A there were, in round numbers, 4,300 orders sold in the particular month (i. e., fourweek period) which we selected for study.

This represented a total volume of about \$150,000. The average order, then, represented a sale of about \$35. This seems small enough. Of the 4,300 orders, however, 961, or nearly one-fourth, were for less than \$5, and over 1,200 more were for less than \$15. Over half the orders, then, were for less than \$15. These orders represented, however, less than one-tenth of the total sales volume.

The branch house of Company B made an almost identical showing. This was a smaller branch, handling 3,100 orders in the month for a total sales volume of about \$100,000. The average order was under \$33; more than one-fourth of all the orders were under \$5, and considerably more than one-half were under \$15. This half of the orders made up 10 per cent of the total sales; the other half—those of over \$15—made up 90 per cent of the total sales.

What Is a Profitable Order?

Now we realized, of course, that the size of the orders was not the only factor of significance. A good customer may sometimes buy in small lots, and if he is a good customer we cannot complain too much if he occasionally puts us to added expense. Were the accounts, then, generally of profitable size, regardless of the size of the orders which made them up? This was the next question we raised.

Company A's branch house had 375 active accounts on its books during the month we reviewed. Of these, 75, or one-fifth, bought less than \$25; 48 more bought less than \$50; another 62 bought less than \$100. Almost exactly one-half of the accounts showed sales of less than \$100 in the month. The total sales to these accounts were under 5 per cent of the entire sales of the branch for the month.

The figures for Company B's branch houses were very similar. This branch has 200 accounts, of which 40 bought less than \$25, another 22 less than \$50, and another 23 less than \$100. The accounts of less than \$100 were in number, half of all the accounts, yet they represented not more than 3 per cent of the total sales.

Large Volume From Few Sales.

On the other hand both branches had about a dozen large customers whose purchases amounted to roughly onethird of the total sales of the branch for the period.

It would be unsafe to infer too much from these figures. They are certainly striking, and they indicate one or two things very clearly. The business of these branch houses, and they are probably fairly typical, consists of a large volume obtained from a few large accounts, plus a small additional volume

obtained from a great many small accounts. This may be inevitable; it may even be unobjectionable, but it is

certainly noteworthy.

The next question we asked was as to the relative cost of handling a small and a large account. In order to determine this we had to find out what is done in distributing goods to an account, what the cost of each element of service is, and finally how much of each kind of service is absorbed by a given

After some study and investigation, we concluded that the service functions could be classified about as follows:
(a) order taking; (b) handling of product in branch house; (c) packing and loading; (d) delivery; (e) sales record keeping; (f) credits and collec-tions; (g) supervision and general

overhead.

Order Costs Analyzed.

When these functions had been determined it was fairly easy to find the cost of each. We broke down the expense groups very carefully, made a few simple time studies where necessary, and worked out some unit costs on bases that looked sound to us and were pretty generally agreed to by branch house managers and ot the others interested.

You may be interested in some of these figures, although they should be taken with the realization that they represent two random samples only and may not apply to all branches or all

companies.

In these branches it cost about 40c for each personal call made by a salesman (i. e., time and expenses); about 12c for each telephone call; about 30c for each customer visit to the house for

buying purposes.

Packing and loading cost about 4c per item handled, and sales record-keeping cost another 4c per item plus an additional 21/2c for each order. Deliveries cost about 40c each. Credit and collection expenses amounted to nearly 45c on each account for the month, and other costs connected with handling an account added 20 to 25 cents more.

Over all this there was a cost of about \$1.25 per \$100 of sales for branch handling of product, supervision, and other general expense.

Small Orders the Most Costly.

With this information at hand it was easy to compute the cost of handling each account. We took the number of salesmen's personal calls and phone calls, the number of house calls, orders, items, deliveries, etc., and put in the cost of each. When we finished we cost of each. When we finished we computed the percentage of cost to sales in each case, and then tabulated the results.

As was expected, the small accounts were generally much more expensive to handle than the large ones. There were exceptions, but the group averages make it clear that for most ac-counts more volume means less pro rata expense. A very brief table will make this clear.

Accounts cost on the average about \$1.00 per \$100 of sales to handle.

Accounts of less than \$25 showed an

Accounts of \$37.00 per \$100.

Accounts of \$25 to \$50 showed an average cost of \$16.00 per \$100.

Accounts of \$50 to \$100 showed an average cost of \$10.50 per \$100.

Accounts of \$100 to \$200 showed an average cost of \$7.90 per \$100.

Accounts of \$200 to \$300 showed an average cost of \$5.70 per \$100.

Accounts of \$300 to \$500 showed an average cost of \$4.50 per \$100.

Accounts of \$500 to \$1,000 showed an

average cost of \$3.65 per \$100.
Accounts of \$1,000 to \$2,000 showed an average cost of \$2.85 per \$100.

Accounts of over \$2,000 showed an average cost of \$2.25 per \$100.

Wider Margins for Small Orders.

What does this signify? Obviously that if all accounts are to be equally profitable, or even slightly profitable, the smaller ones must, in the main, carry much wider margins than the larger ones. This is better stated another way: that if a price is set which will enable us to sell a small account on a profitable basis, we may modify that price downward for large customers and still obtain a profit on their business.



RICHARD T. KEEFE (Keefe-LeStourgeon Co., Arkansas City, Kans.)

Director of the Institute.

How much may this price differential To express the variations in price which would render all classes of accounts equally profitable we set up a differential sale which seemed to fit both these branches fairly well. We began by throwing out altogether the accounts buying less than \$50 of prod-uct in a month. It seems unlikely that these can be handled on a profitable basis at all, because of the prohibitive margin required.

Beginning with the accounts of \$50 to \$100 as a basis the scale works out something like this, (for a product selling at the average price realized on all products, somewhere near 25 cents per pound):

Accounts \$50 to \$100: Base price, no differential.

Accounts \$100 to \$200: Differential, %c per lb.

Accounts \$200 to \$300: Differential, 1c per lb.

Accounts \$300 to \$400: Differential. 1%c per lb.

Accounts \$400 to \$500: Differential, 1%c per lb.

Accounts \$500 to \$1,000: Differential, 1½c per lb.

Accounts \$1,000 to \$2,000: Differential, 1%c per lb.

Accounts over \$2,000: Differential, 1%c per lb.

Packer Should Study Sales.

Notice how rapidly the cost decreases with the first few hundred dollars of increase in volume. Notice how much slower the decrease is in the higher volume groups. A \$300 account is on the average, a cent a pound cheaper to handle than a \$100 account, but a \$2,000 account is only three-fourths of a cent a pound cheaper to handle than a \$300 account. This fact seems to me particularly important in the quoting of prices to small, medium, and large sized accounts.

This study, as I said earlier, is still progress. There will be more data in progress. available before we finish, and the facts can be set forth in greater detail in the bulletin we shall publish on the subject.

It is not too early, however, to indicate a few tentative conclusions.

They represent nothing startlingly new, but they indicate to what extent some things heretofore only suspected are rather definitely confirmed by scientific analysis.

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(1) Small accounts and small orders are expensive to handle, and the size of both should be increased by all pos-

sible means.

(2) A lower price (i.e. a small margin) is acceptable for larger accounts, and the necessary differentials may be determined by analysis with a fair degree of accuracy.

(3) Sales efforts to increase the size of present accounts may well prove more profitable than the cultivation of

new accounts.

(4) No new account should be solicited unless there is a prospect that, at prices obtainable, the volume to be developed will in a reasonable time be large enough to justify expenses in-curred in getting the business.

(5) It may be more economical to move a volume of product through price differentials to a few large customers than through excessive solicitation of many small ones. There is a determinable point, however, beyond which additions to the size of an account produce little relative saving in expense.

Î urge your individual study of this vital problem and your cooperation with the Institute in furthering its in-

vestigations in the field.

Greeting to Retailers.

CHAIRMAN ARMOUR: The success or the failure of the three great factors, the producer, the packer and the re-tailer, in the producing and distributing of meat and meat products, is so closely related to one another that the efficiency or lack of efficiency of each of those factors is of the greatest importance to the others.

We have had the pleasure at this con-convention of having with us some producers of livestock from various parts of the country. These producers represent the industry from which we

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obtain our raw material. It is an equal pleasure to have here today two gentle-men representative of that industry that by virtue of their position buy from us that raw material after it is processed and who distribute it to the ultimate consumer.

It is a great pleasure to introduce Mr. William B. Margerum, Chairman of the Board of Directors of the National Association of Retail Meat Dealers. (Ap-

The Individual Meat Dealer

MR. WILLIAM B. MARGERUM: Mr. MR. WILLIAM B. MARGERUM: Mr. Chairman and gentlemen: With Mr. W. C. White this has been my first meeting with the packers. The difference is this, Mr. White is one of your number. I am, to a certain extent, practically an outsider. Nevertheless, there is a very vital relationship between your industry and mine. I note the subject is "Operating at a Profit." My particular line is "Efficiency in Retailing." tailing."

I have listened with a great deal of interest to the addresses both this morning and this afternoon and I have been very much impressed with the keen study and the intelligent digest that has been given of the various problems of the packers.

Problems of the Retailer.

The retailer is confronted also with his economic problems. The increasing cost of meats, the increasing cost of doing business, tend to make the margin of profit narrower and narrower.

This condition has been a growing condition for many years. I can recall many years ago when I first entered the meat employ. It was about in 1875. I can remember the gentleman with whom I took employment, who bemoaned the narrow margin of profit in the business at that time.

Let me tell you, friends, that could I make the margin of profit, percent-age of profit, that he did in those days I could make a modest fortune every year on the volume of business that I Yet, to him, that seemed modest.

Why? Because I have heard him say that in years gone by, when he was a young man, that they killed the steer at home, they carried it in the cart to the market place, and they sold the rib and the loin and the round and all the rest of them with a profit. They sold as much of that as they could and didn't much use the rest. All the exdidn't much use the rest. All the expense they had was an old frame place in which they killed the cattle, the horse and wagon taking it to market, the labor of the man and his return

Profit Always Seemed Small.

To him the profit he was making then seemed insignificant in comparison to the profit they made some years be-fore. So to us today the profit that we make is insignificant in comparison with the percentage of profit they made in 1875.

If you will look back over the past history of our industry you will find that there has been a gradually ascend-ing scale in the price of meats. Every time there is an advance in the price of meats, and there is a recession, the recession never goes back to the base from which it started before. We al-

ways mount again from a higher plane of inclination.

My subject is "Efficiency in Retailing." What constitutes efficiency in retailing? There are many factors that enter into that.

Must Know Meat and Its Uses.

I contend that first and foremost the man who engages in the retail business should be a judge of the quality of meats. In other words, I believe that we have in the retail meat industry too many men incompetent to pass upon the value and the virtue of the product that they are handling.

Secondly, I would say that in order to carry on an efficient retail meat business the proprietor should under-stand how to cut and handle those meats to the best possible advantage. There are too many engaged in our occupation who are unable to handle their products in the best possible manner.

Then I would include as essential the ability to figure and to count per-centages, to understand the value of the product that they are handling, to know what percentage of profit they should make upon their product in or-der to insure their overhead and make

a profit.

Then, if the man is a man of expanding business properties, if he is panding business properties, if he is panding business properties, if he is panding to develop and panding business properties, if he is a man who is going to develop and produce a business that is to become of some volume, he should be a man of commanding personality and character, so that the business which he conducts might be reflected in the employes who are under him. ployes who are under him.

Must Have Character.

Mind and character are the only things that withstand the ravages of things that withstand the ravages of age. The man who has a dominating mind and personality and has the character it will be felt throughout the various phases of his business and his employes will unwittingly give expression to the character of the man who is leading them in their line of business.



FACING THE CHAIN STORE MENACE. The Editor talks it over with Jesse Dietz, head of the meat department of the American Stores Co., Philadelphia, acknowledged to be one of the smartest merchandisers in the country.

Those are some of the things which our Association of Retail Meat Dealers is endeavoring to produce among the retail dealers.

We are gradually, and I think with our branch organizations a different type or form of government which we call the directorate plan. When we gather together in our regular meetings from month to month the time can be devoted to educational purposes and cutting demonstrations, and we have in mind having sales demonstrations as

Educational Plans for Retailers.

We are forming, with ever-increasing rapidity, various classes in educational and in vocational training. Our organization in Philadelphia has two classes now in operation that meet one night each week under a competent teacher. They have cutting demonstrations and educational teaching along the lines of how to sell their product to the best possible advantage for themselves.

Another class is in formation. It is our purpose shortly to have a class for employes. They may be of some value in the growth and development of the retail meat business along good business lines.

I want to say right now that I should judge from some of the speakers I have heard here today, that there are many ways in which the packers have been and are more or less remiss in the conduct of their business.

We admit that freely insofar as the retail meat dealer is concerned. One of the main purposes of our organization is to eliminate as far as possible by talks, by example, by education, these various forms of detrimental doings upon the part of the retail meat dealers that has knot him in the nesi dealers that has kept him in the position in which he now is.

From Farm to Market.

I was decidedly impressed with the last two speakers here this afternoon, the gentleman who spoke on accounting methods and the gentleman who spoke about the small trade that the packer has done.

I would digress from that point just a minute to say that I believe in my own mind that there is a vast and vital relationship that extends from the breeder of the cattle on through the feeder and the packer and the retailer, direct to the consumer. I fear, from what I have seen and know and have heard, that in the years gone by the packer has largely neglected, or not understood, that close and vital rela-tionship that extends from the breeder tionship that extends from the breeder clear on through to the consumer. I think I am speaking thoughtfully and carefully and am not doing it with the purpose of throwing back upon you anything but what is coming to you.

Some of your various forms of mistakes have been alluded to by your

takes have been alluded to by your own members. As I have sat in the audience and listened to them during the day I have heard them.

Packer-Retailer Cooperation.

But there has been as far as the retail meat dealer is concerned lack of cooperation on the part of the pack-er and the retailer that has been de-trimental to all of them.

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have taken the initial step in forming a proper relationship with the retail meat dealer.

For, friends, after you go through all of these technical lessons you have here today, after you find out these various means of eliminating your wastes and of making your business function in a better and wider manner, when you have produced your product with the elimination of waste and all the ability and keenness of power that you possess, what are you going to do with it if you haven't the proper sales agency to dispose of it?

Where, can you tell me, in the country can you find such an organization as the vast volume of retail meat dealers command, extending from the At-lantic to the Pacific from the Gulf to the borders of Canada, ready and willing to dispose of your product?

Where can you find an advertising campaign that is so prolific of results as the individual meat dealer puts out coming in contact with the consumer and using his personality and persua-sive powers and ability to sell your product to those who come there to buy it and consume it?

Have Been Too Far Apart.

Gentlemen, we have gone too far apart. The fault has been largely upon you. I want to say that on visiting some of our district superintendents in the city of Philadelphia in reference to abuses, to a business in which they were engaged and which your previous speaker has told us is largely unprofit-able, I was impressed with the fact that they were retailing to the consuming public in the city of Philadelphia. They admitted it because it could not be disputed. The evidence was on every side and everywhere. It could not be denied.

However, they contended that one of the reasons they so directed the sales direct to the consumer was because there were some retail dealers in Phil-adelphia who didn't handle their goods. They went outside the city to purchase their product and sell it to the consumer.

Packers Should Not Retail.

That may be so. I know it was so, but tell me friends, what would you have done if, right in your territory, where you were stationed, where you are living and where you are prepared to serve the consuming public, a party should come in there and establish a branch house and desire your trade, and while endeavoring to secure your trade and sell to you and get your money and your cooperation in the disposal of their product, they would go out and over your head try to sell those who were your customers?

It is a monstrosity. A business could not be properly conducted along those lines and produce the proper results. What we need, what you need as well as we retailers, is a closer cooperation where the retailer becomes your dispensing agent to the public and that you keep away from the consuming

Furthermore, the manner of doing business is changing rapidly year by There are coming new forces

noon, men of large intellect and of into the American business field that wide and large business experience, effect you as packers and me as a reshould have been the men who should tail meat dealer. As I have thought of this subject I have thought, "How foolish that the packer, with his broad view, with his large business interests, with his ability (for most of you draw salaries that are paying you for abil-ity) should fail to recognize the value of the individual retail meat dealer to you in the development and progress of your business."

Advent of the Chain Store.

We have the advent of the chain store. I have no fight against the chain store, only when they do business in an illegitimate manner.

Let me tell you, friends, we individual retailers are a cooperative body. We will work with you. You cannot tell me anything to the contrary. If you will think seriously on the subject you will know that.



JOHN A. KOTAL (Chicago, Ill.) Secretary National Retail Meat Dealers.

But the chain store is a dominating factor. It comes not into the field as a cooperating agency with you for the distribution of your product; it comes into the field to dominate the producer and the retailer and the consumer.

I know whereof I speak. I know that only a few short months ago in the city of Philadelphia, when there was a good crop with the possibility of the pro-ducer getting a fair price for his pota-toes, the chain stores then entered the market and bought large quantities of potatoes. I know that they dropped the price ridiculously low, so that their competitor across the street could not sell in competition with them.

How It Is Worked.

When this competitor went to the producer to buy his potatoes and they asked him a price he said he couldn't pay it. You would find them saying that their neighbor across the street was selling for less than they were asking for them. One after another of them took that stand, with what re-Chain stores bought them for what they pleased to pay.

That was their manner of doing business. I am only asking you whether you want to cooperate with a factor that is going to control you, or whether you want to cooperate with a factor

that is going to work with you and through whom you can work to reach the consuming public, a branch agency already established, covering the whole of the United States with a selling force coming in contact with the direct consumer.

To revert back to the speech of Mr. Greer. I believe everything he said about unprofitable small orders is absolutely true from my own observation. The packer who is losing money with kind of business deserves it. (Laughter.)

Not Packers, But Peddlers.

The packer who will take a truck and peddle around to the drug stores to sell them two or three pounds of boiled ham, or boiled tongue, ought to lose money. He is not worthy of the name of packer. He is a peddler. (Laughter and applause.)

While our organization is established as I said in the beginning, for the elevating of the ethical standing of the retail meat dealer, while we have high principles to attain, while our work is educational and instructive and protectional, while it is our purpose to develop along good and noble lines, our industry, as a retail meat dealer industry has value in the community. We do ask, we do demand, we feel that we have a right to your cooperation!

In return, let me warn you that if we get not your cooperation, and these other forces enter the field, that you will cease to be a dominating factor, and you will be dominated by those interests who care not for you, who care only for the dividends which they pay and the amount of money they can earn for their stockholders.

I think I had better stop! (Ap-

CHAIRMAN ARMOUR: The next speaker will be Mr. H. C. Bohack, president of the H. C. Bohack Com-pany. His subject will be "The Chain Meat Store." (Applause.)

The Chain Meat Store

By H. C. Bohack.

Mr. Chairman and gentlemen: I think they put me up here to get me in trouble. (Laughter.) Why did they pick on me?

I heard the previous speaker, and I want to say that the individual mest markets will stay in business just as long as Tiffany in New York stays in the jewelry business. He keeps a good shop, cleans it, is up to date and serves customers, makes no overcharge and has no unnecessary expenses.

I think the man deserves to lose money who delivers one or two lamb chops.

I don't know why they put me up here. I suppose it was to say some-thing. I came in late and only heard three or four of your speakers.

To Benefit the Consumer.

The speaker before me spoke of small deliveries and some other little items and the chain store of today. In our concern, while we have chain store meat we have to ask them to pay

We buy volume. We get carload lots and we expect that as cheaply as we can get it because of the volume that 28.

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we get. We are in business to save money for the consumer. I started in 1887. My friend started in 1885. I had one store at the time. I was an individual store then too.

There was one thing I learned when There was one thing I learned when I worked for a groceryman—and we had no meat then (I never knew anything about meat and know nothing about it today, but I will give you facts and figures after awhile)—which was one of the first things that I learned, and I was then a young man of 23.

A lady came in and she said, "I want credit."

I said, "We can give you no credit, lady."

Credit vs. Cash Business.

She said, "But, Mr. So and So does."
I said, "In the first place I cannot afford it, and in the second place I cannot write." (Laughter and ap-

Up to this day we do not give any credit in our business. We make no deliveries. Our friend talked here before saying that it cost him so much in the wholesale business. If it cost me that much I would cut it out.

I have kept away from credit and from delivering goods. Those people who want credit and who want to have who want credit and who want to have deliveries generally go to the individual butcher or the grocery, and there they get all they want, and then he puts it down in the book because he is able to write. (Laughter.)

Now, gentlemen, I cannot talk very long, and I cannot make much of a speech. I can only talk of my experience

perience.

Started With Fifty Cents.

I came to this country in 1882 with fifty cents. I know my capitalization is much bigger today. If I had a dollar then maybe I would have twice as much as I had then. But I didn't have the dollar. (Laughter.)

I was in the grocery business for a long, long time. Then I hired out in the meat department of a store which belonged to a friend of mine. He finally got five stores, and I saw how much profit he was making on meat, and I was surprised.

I said to myself, "You are in the

wrong business, Bohack; you have got to go into the meat business." Laughter.)

He got me a place and paid my rent. I had to make delivery. But he got hoggish. He wanted to make more than he should make, for when anything went wrong with an order he make me a little mad and I said I would handle it myself.

Growth of the Business.

I went into the meat business only fourteen years ago. I remember when we bought certain meat for seventeen and a half cents and I believe it costs twenty-nine or thirty cents today.

That was the time when I got stores. I had about fifteen.

One year I made ten per cent net in the retail business. I thought that was wonderful. It beat the grocery business all to pieces. But when your business gets larger and you have more stores, you find that you divide your profit quite a little. Today we are very lucky if we get out with two per cent pet. per cent net.

MEMBER: How many stores?

MR. BOHACK: We do a meat business of about two millions a year. We do altogether a business of about twenty-eight millions a year.

But I am in all kinds of business. I always learn something, and I have learned something here today. I learn by experience. I never went to college. I went to the college of hard knocks.

Chain Store Here to Stay.

We have today the chain stores, and, gentlemen, the chain stores are going to stay. They are going to get bigger. The independent butcher is going to stay, but he is going to have to work. He is going to have to do things upto-date, and he is going to have to know how to buy and how to sell and how to work. how to work.

I have today about six hundred butchers working for me, and when they came in they were the hardest people in the world to get along with. They were not business people.



H. C. BOHACK (President H. C. Bohack Co.) Speaker at the Convention.

A butcher is generally a mechanic, and when you talk to him he generally says, "That is not my work. I am a mechanic." What am I going to do

We have our troubles in getting help. We have our troubles in getting help. That is the hardest thing. We do not have trouble other ways—we sell for cash. But whether he puts it all in the cash drawer, that I don't know. (Laughter.) Whether he puts every quarter in the cash drawer I don't know. Generally compthic according sticks erally something sticks.

Compels Dealer to Hustle.

The chain store is a great thing. With the chain store you have to have efficiency. The chain store makes a man peppy.

When I hire a butcher, even if he has been in business for twenty-five years, I have to teach him all over again. You have to show him the way.

He will make a good man, probably, if he is not too old.

The chain store is a matter of purchasing and a matter of progress. The more attention we give to it the better it will be for general business.

We do business in a business way. We are not going to drive anybody out of business. We want to have everybody stay in business, but what we are trying to do is to get our money for our commodity, the money that we think is right.

As I said before, our trouble is with help. If we could get the help then we would be all right. I was talking to a butcher the other day. I asked him how much he sold and he told me \$200 a week. Now if he was with us he could make \$50 a week. He would never make that on \$200 in his own shop. He would just make a living. He couldn't support anything. He couldn't pay his rent.

Better Work for Someone Else.

That is the way it is with many men, and they are much better off if they can connect themselves with a concern that means right and pays the man well. He is better off to be with that concern than he is to be alone.

that concern than he is to be alone. He might get alive again.

I think it would make him peppy. It would show him that there is something in life yet, because he only comes in in the morning at half past seven and he goes home at night at six o'clock, and he has one hour for dinner. He has an easy life. Sometimes he has a coffee pot in the back of the shop, and he makes his own coffee at our expense, as well as the meat. (Laughter.) meat. (Laughter.)

You know, gentlemen, our chain is carried on two arms. We have meat and we have groceries. If I would and we have groceries. If I would get out my book I could show you that we can afford to sell things right because our expenses are carried on both sides—on the meat and on the groc-eries. In the case where the butcher eries. In the case where the butcher shop alone has to pay a certain amount of rent it has to carry the whole ex-

Why Groceries Are Carried.

Now, I don't want to talk too long, but we were not satisfied going along with just meat. I wish I had been here all day yesterday, I might have learned a lot more. I would like for these accountants to show us some of these tricks. (Laughter) these tricks. (Laughter)

We want to know where we can save money—not how to charge more, but how to save more. We want to save.

If I could find a gentleman in our midst who could tell us how to save one per cent in our business or make one per cent more, I would be willing to give him \$50,000 a year. He can be hired today.

Times are changing and you have to be very swift to keep up with them. We know that times are changing. Look at the billions of dollars in the chain store business now.

By and by there will be no work at all for us. That will be wonderful.

The Philosophy of No Credit.

I believe the finest thing in our business is that we receive cash and

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have no headaches. I haven't lost a cent yet as long as I have been in business, and I have been in business for forty-one years. If a man asks me to loan him \$5, I give him \$5, but I don't lend it to him, for if I lend it he will be a bad friend and I will never

see him again.

Years ago when people make \$12 a week, I was behind the counter and a lady came in and said that her huslady came in and said that her hus-band would get paid on Monday, but that she would like for me to give her some goods. I said, "Take a seat and I will be with you in a moment." She wanted me to give her two pounds of butter. I made it one. I

cut everything about a quarter of the amount she wanted and handed her the goods and I said, "Lady, I will give you this order. I don't trust."

She came back on Monday afternoon

when her husband was paid and gave me the money. But if I had given her an order for \$10, she never would have come in my store again. (LaughThe finance has never bothered me. All I had to do was to hang out a little sign or a newspaper ad to the effect that I wanted to sell a million dollars worth of stock and the people came in and took the shares. I financed my little company all myself.

The Way to Make Money.

If you treat people right, if you treat them fair, if you stand by what you say and do a little bit more than what you are told to do, then you are a great man. There are too many people in our employ (and every-where) who will do only what they are told.

I tell you, gentlemen, the chain store business is the finest business in the world. Every day there is some-thing new. There is excitement every day. Every day we do something dif-

But I don't like to go into things that bring us trouble. I give no credit, and I don't like to deliver because it costs too much money. A lady who doesn't like to get up in the morning sees the telephone close to her bed, and phones to tell you to send up two lamb chops or a loaf of bread.

Now, I would like to know how much a man can make on an order if he has that kind of a business. There is nothing in it. When I first came to this great America, when I had to make a delivery and deliver a yeast cake, I wondered how much the man made on the yeast cake. I never could figure it out. (Laughter.)

Between the Devil and the Deep Sea. I won't take up any more of your I don't know whether I will in any trouble here. I am between the devil and the deep sea. I am between the packer and the retailer, but they are all my friends, and I am only the poor chain store man, perhaps, here. I thank you. (Applause.)

CHAIRMAN ARMOUR: If there is nothing more to come before the meeting the convention stands adjourned.

The meeting adjourned at five o'clock

Conference of Major Industries

Morning Session

October 24, 1928.

The Conference convened in Mc-Millin Academic Hall, Columbia University, New York City, at 10 a. m., President Nicholas Murray Butler of Columbia University, presiding.

PRESIDENT BUTLER: It is my very agreeable privilege to offer a word of welcome to the distinguished gentlemen who have accepted the invitation of the University and the Institute of American Meat Packers, supported by the Chamber of Commerce and the Merchants Association of New York, to participate in this very significant conference of major industries.

It Is a Step Forward.

The fact that such a conference should be held, and held at Columbia University, marks a progress and a new point of view which could not have been predicted a generation ago. Not only has industry taken on wholly new forms, and attributes and character-istics within that period, but the Uni-versity has stretched out its arms in hospitality to other forms of human activity and human endeavor than activity and human endeavor those which had been traditional.

As every one knows, the University grew up with the study of law, with the study of medicine, with the study of theology, that were called the learned professions for that very reason. It extended itself and its endeavors and its methods into the field of letters and science, pure scholarship, research of every sort. But it left untouched the newer practical activities of men for

Engineering and Other Fields.

Then, something more than a half century ago it became hospitable to the new career and activity of engineering. The engineer found that he could no

longer be a hand-to-mouth man; that there were things he needed to know and there were things in turn which he could teach.

From that time on progress has been rapid, and the University has broad-ened its scope from one interest to another until now there is very little outside the field of its sympathy and its cooperation.

Engineering, architecture, pharmacy, journalism, business, have, one after another, been organized as University functions and University undertakings. The object is the same in every case, to turn these into learned professions as law and medicine and theology have so long been called by giving them a foundation of accurate knowledge and by making them the subject of reflec-tion, of research and of new applications to meet the needs and the satisfactions of men.

That is the main purpose of the University and business and industry have now become one of its chief fields of endeavor.

It is no part in my function to detain you except for a brief moment from the most interesting program which has been prepared, and which is now to be presented under the chairmanship of my colleague, the Director of the School of Business, Professor Egbert, whom I now present to this company. (Applause.)

The School of Business.

CHAIRMAN EGBERT: Mr. President, and members of the Conference: During the past year we have been considering our duty as a School of Business to men in business. In other words, we have reached the opinion that it is within our sphere not merely to train young men and women for business by giving them the fundamentals of business theory, but that we should adopt, in the school, methods of aiding men of business in the study of phenomena of business as they seem and became appropriate. and become apparent.

We have determined, therefore, to establish Institutes which would give the broadest opportunity for discussion and for conference. These Institutes will be held in the School of Business at various times, so that business men interested in any particular subject may be able to here hear experts in that subject.

Importance of Distribution

Thus we have been impressed with the importance of distribution. subject has been given great prominence by the Department of Commerce of the national government, as extraordinary changes are evident in busin through mass distribution and chain stores, so that revolutions taking place American sales methods can be taken up.

Therefore we are organizing institutes, the object of which shall be the discussion of this subject so vital in business, and we expect this conference on distribution to be held in the coming January.

Conference on Major Industries.

Today we are united with the Institute of American Meat Packers in a conference on the major industries This is, therefore, the first of a serie of institutes which we hope to offer from time to time so that the interested business man, with the officers and students of the school, may hear discussions on important topics through the agency of the School of Business.

Our program today is divided into two sections. The first section is a signed to the important subjects of meat packing, iron and steel and automobiles.

The first speaker of the morning is Mr. Harold H. Swift, graduate of the University of Chicago, deeply interested in the educational work of that University, vice-president and director Swift and Company and authority of Swift and Company, and authority on the important industry of meat packing.

He will now speak on the subject (4) In the number of wage earners that he has made his own. Mr. Swift. required to carry on. (Applause.)

The Situation in the Meat **Packing Industry**

By Harold H. Swift.

About four years ago it was my privilege to speak at the initial Con-ference on Education and Industry, which was held at the University of Chicago. On that occasion, the Institute's educational plan was formally launched. The plan has been successful—much as we of the Institute and we of the University hoped. The subsequent Conferences with Industry, such as this today, have been successful, and I venture to predict that this meeting will prove the best achievement so far in this alliance between education and industry. Our dreams are coming true. Chicago. On that occasion, the Instiare coming true.

Perhaps we can better understand the present by a review of the past. Going back 20 or 25 years, you will recall that the packing industry was already an old, well-established industry, if not one of the foremost industries in this one of the foremost industries in this country. The automobile industry, as we know it today, was undreamed of. The construction industry was one of small, scattered units. The telephone, to be sure, was with us, but it was not universal; even in the business world it was still more or less of a

About the only industries which stood out in the public mind in those days were the railroads, oil companies, and meat packers—not so much on account of their size or economic importance, but because of the profits they were alleged to be in the habit of making.

A mere glance at the situation today shows that in many respects the tables have been turned. Certainly, the packer can no longer pose as a big profit maker in American industry.

Compared with some of the new-comers in the industrial field, he is hardly on the map at all. He has been relegated to a position where he does well to make earnings equal a fair rate of interest on invested capital, while outstanding concerns among the new-comers seem to have no difficulty in earning two, three, or even four times that rate of return.

It is not only in the rate of return on invested capital that the packer has lost ground, but also in size. Up to as late as 1923, when the automobile industry advanced to first place, the packing industry was often referred to as the largest in the United States. Such references were substantially true, if yearly volume of sales is an accurate index of size.

Packers Losing Much Ground.

But this is not a fair index. Amount of capital or the number of people em-ployed are better guides. Yet when they are applied to the meat industry, they show that in comparison with others, it has been losing ground steadily but surely. It has lost ground rel-

(1) In the rate of earnings on investment.

(2) In the volume of sales.
(3) In the amount of capital employed.

It still holds first place in the actual amount of money expended for raw materials, but here again the motor industry is in hot pursuit.

It is not my intention to leave in your minds the impression that I am gloomy or discouraged about the present or the future of the packing industry. I am far from gloomy about it; I am optimistic. But I believe in facing the facts and in pointing out frankly the weak spots. I shall refer to some of the stronger points later on.

If the packing industry has failed to give a glorious account of itself during the past eight years, undoubtedly some reason can be found; and in casting about for the cause, I propose to call your attention to the outstanding peculiarities of the packing industry, and then to discuss some of the problems confronting it today, hoping that in this restatement and discussion may be found not only the reasons for our dif-

HAROLD H. SWIFT (Vice-President Swift & Co., Chicago) Speaker at Conference of Industries.

ficulties but also some suggestions for corrective policies.

First of all, let me remind you that the packing industry differs from most other industries in that it does not bring together a wide variety of raw materials and build them up into a fin-ished product. It does exactly the opposite. It takes one unit of raw material, a live animal, and converts it into a great many products differing widely in character and marketability.

This peculiarity greatly complicates the cost finding problem. If the packer were in the business of making, say, automobiles, his cost problem would be fairly simple. He would need only to know the expenses incurred in assem-bling the individual parts into a com-pleted machine and could then readily calculate the finished cost.

An Industry of Industries.

Another peculiar feature about the

packing industry is its complexity. It is not, as is popularly supposed, one industry. It is a whole succession of industries.

For example, there are several separate and distinct stages in the preparation of so excellent an article as Oscar ation of so excellent an article as Oscar Mayer's ham '(if I may indulge in a little free publicity for the other fellow). In their first stages, hams are a fresh product, prepared only in packing plants. As such they may be sold to the trade and consumed, or may be held and put through the curing process. Curing, which is the second stage, may be done by the packer or by some outside concern which buys no live animals at all but obtains all of its raw material from the packer. terial from the packer.

The third stage consists in smoking the cured ham over wood fires. Here again the smoking may be done by the packer or by an outside concern which buys its supply of fresh hams from the packing house. Thus it requires three distinct industries to prepare hams, and a fourth to prepare cooked hams.

The packer's business is replete with such instances. He is obliged at all times to compete with outside concerns which engage in only a few of the operations he carries on.

ations he carries on.

These outside concerns do not buy live animals at all, but manufacture packing house products into soap, sausage, oleomargarine, etc., or deal extensively in the curing of pork products. They buy their raw material from the packer and sell their finished products in competition with him. For that reason the packer is obliged to run every department of his business as a separate and distinct entity. as a separate and distinct entity.

I know of no other industry where competition is so intense. According to the 1925 census, there were 41269 wholesale meat packers in the United States, not to mention 489 outside contacts. cerns engaged in the manufacture of sausage, or the 38 oleomargarine manufacturers, and generous numbers of competitors in all other lines.

The 1,269 wholesale packers consisted of national packers, of whom there are relatively few; medium sized packers, who distribute over wide areas and whose sales in some cases run as high as \$25,000,000 a year; and smaller concerns, scattered all over the country, engaged essentially in the business of supplying their respective localities with meat from locally produced livestock.

Competition Cuts Unit Profits.

I know from experience over the past 20 years how the national packer feels this competition, and I'm pretty sure that the small packer, engaged in local selling, feels the incessant competition of the large packer; and this competi-tion is not confined wholly to meat

packing concerns, but includes purveyors of other food stuffs as well.

The competition between the very large and the medium-sized packer is very great and, in financial return, usually in favor of the smaller packing concern probably because of its reading usually in rayor of the smaller packing concern, probably because of its readier adjustability to unexpected situations which present themselves. The intensity of this competition is clearly evident from the smallness of the unit profits realized.

I am not lamenting the fact that this competition exists. It is undoubtedly

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a healthful kind of competition; but in most industries there are occasional breathing spells, during which the patient is given an opportunity to recover his strength. The packer gets no respite whatever—competitors are on his tracks continuously. The reason, of course, is that anyone can get into the packing business on fairly short notice and make his competition felt. I cannot see that the situation in that respect will ever be any different from what it is now; it is a condition inherent in the industry.

One of the most striking characteristics of our industry is that it deals in products which are highly perishable. It is this feature particularly which puts the packer at a disadvantage when compared with other industries.

Except for a trifling quantity of meat that can be frozen and held, packers must keep their products on the move. They cannot market their product on a cost basis. They cannot hold out for what they may regard as a reasonable price. They must sell at the market, day in and day out, whether they like it or not, whether it means profit or loss.

Production Factors Uncertain.

Again, the quantity of raw material that packers must buy is not determined by their desires in the matter nor by the condition of their consumptive market. The demand for meat comes from millions of people in this country and abroad. The supply is furnished by some four or five million livestock farmers who are without any practical means of coordinating their production with market demands, other than that afforded by market prices.

As a consequence, we have considerable fluctuations in production which are wholly without reason so far as the need for meat is concerned. In 1924, there were slaughtered under Federal inspection approximately 53 million hogs, which brought the farmers about \$8.00 per cwt. In 1925, the number so slaughtered dropped to 43 million, or a decline of approximately 20 per cent which brought the farmers approximately \$12.00 per cwt. This resulted in a marked drop in the per capita consumption of pork.

Receipts fluctuate not only from year to year but from month to month, week to week, and day to day. The packer has no control over the quantity of this raw material, but must dispose of finished products, which are highly perishable, for whatever he can get. There is no carry-over in the meat business—

what is produced is consumed.

Approximately 95 per cent of the beef and mutton produced in the packing plants of the United States is sold within from three to fourteen days after it goes into the cooler. The merchandising of beef and mutton is complicated by the fact that cattle and sheep do not come to market in a steady stream. Except for the re-shipment of thin cattle for stocker and feeder purposes, and the movement of breeding stock through stock yards, the supply of beef is directly dependent upon receipts of cattle.

Packer Prices Forced Down.

Ordinarily, about twice as many cattle are marketed in October as in March, but the October cattle are

largely from ranges and dairy farms, while a large percentage of the cattle sent to market in March are steers that have spent the winter in Corn Belt feed lots. In October, we must force out large supplies of range beef at whatever prices retailers can be induced to pay.

Retailers in turn, in order to dispose of the large supply, must lower their prices to consumers. Sometimes the consumption of beef is over 50 per cent greater in October than in March.

The only way in which consumers can be induced to eat three pounds of beef in october for every two pounds they ate in March is to sell it to them at lower prices.

When production is large, meat is forced into consumptive channels at low prices. When production falls off, economic forces immediately set to work to conserve supplies—meat prices rise and consumption is held in balance with production. Certainly, more than in the case of most manufacturers, the packer is completely at the mercy of the law of supply and demand.

A final characteristic of the industry is that there is normally a very small spread between the value of the packer's raw material and the value of his finished products.

The 1925 census reveals that only 13 per cent of the value of packinghouse products was created through manufacturing operations. On the other hand, in petroleum refining, manufacturing operations contributed 20 per cent of the final value; in automobile manufacturing there was added 35 per cent; in cotton goods, 37 per cent; and in iron and steel, 38 per cent. Meat packing is one of the few large industries operating on such a narrow manufacturing margin.

Good Market Methods Vital.

It might be said that any manufacturer who buys raw material worth 87c, converts it into finished product worth only \$1.00, and then finds a market for it, is not much of a manufacturer. If I were not so close to our Operating Department, I might subscribe to that view of the matter myself. At any rate, I think it is generally agreed that while efficient manufacturing operations are of fundamental importance, still the packer's vital job is one of good merchandising.

At this point, let me make one or two observations about the merchandising and distributing side of our industry.

The United States Department of Agriculture has estimated that 22½ per cent of the farm income for the year 1926 was derived from meat animals. The meat packing industry, as represented here, processes and markets over two-thirds of the meat animals produced in the United States. Last year the industry prepared and marketed the products of more than 70 million animals. Two-thirds of these 70 million animals originated west of the Mississippi River, while two-thirds of the consuming population live east of the Mississippi.

This is a problem peculiar to the packing industry and requires a well-organized and efficient transportation system. In distributing the product to the trade in general, we must supply it

in such fashion that the retailer may merchandise it in the best possible way.

The problem is constantly changing—more marked now, it seems to me, than ever before, because our customers are changing their methods. The small retailer has a more exacting problem and handles his trade differently from previously. The chain store situation has revolutionized much of retail merchandising. The apartment dweller in large cities and smaller families have given rise to a constant demand for smaller quantities of product.

Merchandising Costs Low.

Since meat animals and other products, such as butter, eggs, poultry, and cheese, handled by this industry, yield about 40 per cent of the total farm income of the United States, covering more than 3 billion dollars of sales, it is important to both the producer and consumer that they be marketed with the greatest possible economy.

We perform this marketing job at a surprisingly low cost compared with that of marketing other foods. During 1925, the National Distribution Conference made a study of the cost of marketing in 17 wholesale trades. The cost of packer branch-house operation was found to be the lowest, amounting to less than 5 per cent of the gross value of the product sold. Typical packing companies return to the farmer in the neighborhood of 85 per cent of the wholesale price received from the sale of meat and by-products.

Out of this margin, the packer must pay all costs of purchasing, manufacturing, transporting, and selling—and make a profit besides.

The unusual method of processing raw material, the complexity of organization, the incessant and intense competition in almost every phase of the business, the high perishability of the product and necessity of finding an immediate market, the unequal and frequently disastrous workings of the law of supply and demand, the small spread between raw material and finished product, the exceptional requirements in distribution—these are some of the outstanding characteristics peculiar to the packing industry.

They are problems within themselves and are all factors to a greater or lesser degree in the major problems of today—the matter of profits. That something is out of order is generally agreed, but there is no unanimity of opinion as to what the ailment is or what the remedy should be.

Earnings Are Not Excessive.

There is only the fact that packers seem to be unable to earn as large a return on their capital as they believe commensurate with the service they must render. This situation is not peculiar to the packing business. It naturally occurs in all old, well-established industries that are well occupied by capital.

It may be that this problem has been aggravated, in our minds at least, by the phenomenal earning records of some of the corporations in which our friends here (on the platform) are interested. It is possible that the new standard of profits in other industries are having a bad effect on us and are making us discontented. But when all is said and done, the figures do show that the packing industry is not making

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the satisfactory showing it used to make, even before we were overtaken by such fast company.

A recent study of packer profits by Mr. W. W. Woods, our newly elected President, show that an average of 1.3 per cent on sales was earned from 1913 to 1927, inclusive. These earnings resulted in a return of 5.8 per cent on the stockholder's investment, which I believe is representative of the profits made during this 14-year period. In terms of product handled, such profits would amount to a fraction of a cent per pound. In the face of this and other authoritative evidence, there are certainly no grounds for the belief that high meat or low livestock prices are due to the profits earned by the packing industry.

Looking for the first causes of our present difficulties, I can do no better than put myself in the position of the French peasant and say, "It is the war." The war imposed heavy dewar." The war imposed heavy de-mands upon us, no less than upon the whole farming population of the coun-try. We were obliged to expand the number and size of our plants, to carry tremendous inventories, and to engage in mass operations on an unprecedented scale. We had a big job on our hands to provide meat supplies for the armies and the civilian population of the Allies. and the civilian population of the Allies, and we did it creditably.

Excess Capacity Unavoidable.

When the war was over, we—and the farming population as well—found ourselves well loaded with inventories and productive capacity for which there was no longer a war demand. The enormous amount of new capital required for expansion had caused us to borrow heavily. Our heavy fixed obligations could be paid off only out of the proceeds from the sale of inventories whose value, unfortunately, was dependent entirely upon the operation of economic law.

The outcome, as you remember, was extremely unpleasant. The forced sale of vast quantities of perishable products not only entailed heavy losses to the packing industry and to livestock producers generally, but also left the packer and farmer, who came through the period of liquidation, still saddled with fixed obligations. with fixed obligations.

We still have those obligations. We still have plant capacity which the country does not need. We feel that ti is better to make 3 per cent on an idle plant, which costs us 6 per cent to carry, than to make nothing. So, in order to earn what we can, we try

The effects may be seen daily in the livestock markets. Packer buyers bid up prices frantically in an effort to fill their plants and earn fixed charges. What matters a loss on current operations if come of these charges can be ations if some of these charges can be earned?

If any one knows a quick remedy for a situation of this kind, he knows more than I do. The chief remedy I can see is, time. In time, this country will great the country will constitute the country of the country will constitute the country will be constituted to the country will be will grow up to our present productive facilities, and the problem will solve itself. We are recovering our poise gradually. Within a few more years, I think, we shall be back to normalcy.

Must Study Distribution.

Meanwhile, the period of recovery

Industries Cooperating

The success of the Conference of Major Industries was due in a large measure to the cooperation of leaders in various industries who served as members of cooperating committees. These men were:

AUTOMOBILES.—Walter P. Chrysler, Alfred P. Sloan, Jr., Alfred Reeves. AVIATION.—W. W. Atterbury, C. M. Keys, Harold M. Bixby.

BANKING.—James S. Alexander, Chellis A. Austin, W. R. Dawes, Thomas W. Lamont, John McHugh, Lewis E. Pierson, Arthur Reynolds, Eugene M. Stevens, Melvin A. Traylor, William H. Crocker.

BUILDING AND CONSTRUCTION.— Louis J. Horowitz, S. W. Straus, Charles A. Stone.

COMMUNICATION.—Newcomb Carlton, John L. Merrill, B. E. Sunny. MEAT PACKING.—E. A. Cudahy, G. F. Swift, F. Edson White, A. T. Rohe, F. S.

PRINTING AND PUBLISHING.—Roy W. Howard, Ralph Pulitzer, Adolph S. Ochs, A. C. Pearson, Ogden M. Reid, Merle Thorpe.

RAILROADS.—P. E. Crowley, Elisha Lee, J. M. Davis, E. E. Loomis, Daniel Willard.

STEEL.—George M. Verity, R. P. Lamont, E. G. Grace, J. A. Campbell.

could be materially shortened, I believe, study of their distribution and marketing problems from a territorial, product, and sales order point of view. If, on the basis of such information, each packer would concentrate on his profitable products and territories, and discontinue his unprofitable business, the frantic bidding for volume, which is now the outstanding feature of the livestock markets, would be reduced to reasonable proportions, and the financial results of every packer would be improved.

I am reliably informed that one company in the industry which has at-tacked its whole distributive problem in this manner, while reducing its physical volume 15 per cent, has at the same time obtained net results which show an improvement of 25 per cent over the results of the preceding year. There is something here worth trying. I am sure that we can all improve our merchandising methods and profit ac-cordingly it we tackle the problem in earnest.

Very closely akin to the problem of overexpansion in packinghouse facilities is the question of livestock sup-plies. If we had an unlimited supply of live stock to deal with, we should our facilities would all be needed to take care of increased livestock marketing. But there has been a material diminution of late in livestock receipts, and this has brought home the fact more clearly that our facilities are in

excess of our present needs.

This reduction of herds and flocks This reduction of herds and flocks has been due to well defined economic reasons. The disappearance of war demand for the cattleman's product, the necessity of getting his production on a peace-time basis, the comparatively low price level for cattle and hogs extending from 1921 to 1926, caused livestock producers to reduce their output, liquidate their supplies, and in many instances withdraw from the market. the market

The consequences are apparent. For two years the packing industry and the meat-consuming public have been in the midst of a period of short supplies of beef and resultant high prices. It will take time to remedy this condition. We are now probably at the very low point of the present production cycle, as in 1912 and 1898. From this low cycle, the trend of production should be gradually upward.

Predicts Production Rise.

Predicts Production Rise.

But the program of cattle raising is essentially a long-time affair; and, though with relatively small herds and high prices there is a strong incentive for cattlemen to restock their farms and ranges and increase their herds, this increase will probably not affect market supplies or prices for two or three years. three years.

three years.

As for the hog industry, we have learned to expect a fairly regular periodicity in production. The low price cycle we are now passing through is the result of expansion in production growing out of high prices and the favorable relation between hog and corn prices in 1925 and 1926. The favorable relation between hog and corn prices in 1925 and 1926. The present diminution in production is temporary only—we shall probably soon be on the upgrade once more.

In passing, I should like to call attention to one important development in connection with the distribution of hog products. We continue to be the hog products. We continue to be the world's greatest producer and exporter of lard and shall probably remain so for many years. But when it comes to the exportation of pork products, we seem to be losing some of our importance. We are not the factors in the European cured-pork trade that we used to be. Since the end of the war, used to be. Since the end of the war, we have lost ground pretty steadily. Of course, Europe will continue to be the big outlet for our periodic surpluses, but as time goes on there is the probability that we shall not have the same quantities for export.

Domestic Market Widening.

With the requirements of our own population on the increase, and the de-mand from Europe on the decrease be-cause of increased production of pork abroad, and with a large agricultural land like Russia coming into the pic-ture, the time may not be far distant when our pork export business will virtually disappear, except for such prod-ucts as lards and fats, very much as the beef export business came to a sudden halt about twenty years ago.

While beef shows some decrease in per capita consumption, and pork an per capita consumption, and pork an increase, the total per capita consumption of meat in this country remains about where it was at the beginning of this century. Over the last 28 years as a whole, there has been no discern-

as a whole, there has been no discernible trend of any consequence.

On particular meat products, however, there have been definite trends. The per capita consumption of beef has declined 10 to 15 per cent. The per capita consumption of veal, though small in the aggregate, has about doubled. Per capita lamb and mutton consumption, also rather small, has declined slightly during the past 15 years. On the other hand, the per capita consumption of pork products has gone forward substantially.

These figures seem to show clearly that we are approaching the stage

that we are approaching the stage

where a greater and greater proportion of our annual meat production will be required for domestic needs.

Some concern has been shown over the fact that in our present era of industrial prosperity, with higher wages and higher standards of living for the mass of workers generally, consumers have not shown a disposition to spend an increasing proportion of their larger incomes for meat prod-

I do not believe any concern on this point is justified. It is to be expected, as the income of consumers increases and standards of living rise, that a somewhat smaller proportion of the total family income will be spent on food, while a greater percentage will be spent on motor cars, radios, educa-tion, entertainment, etc. This is one of the recognized laws of human action under conditions of increasing incomes.

When a nation reaches a high relative degree of prosperity, the total market for food cannot be expected greatly to exceed the rate of popula-tion increase. Studies made by the tion increase. Studies made by the famous German economist, Engel, about 1870, show that food then absorbed from 50 to 62 per cent of the earnings of typical German families. In this country, prior to the World War, only about 38 per cent of the family budget was spent for food by a typical workingman's family.

A study today would probably show that less than one-third of the income of a typical American family is now required for food. This development is wholly desirable and emphasizes the enormous material progress that has occurred in this country the past few years.

Packers Must Look Forward.

There is plenty of opportunity for the packer. Honest, intelligent merchandising could hardly ask for a better opportunity than the United States promises for the future. Though promises for the future. spending a smaller proportion of their total income on meat, consumers en-joying greater incomes will insist on having better and better products, and they will actually buy more of them.

It is the packer's business to anticipate and cater to the enlarged consumer desires, which necessarily come with industrial prosperity. If, as is to be expected, we are unable to attract as much of the new consumer buying power to our products as some of the new industries can, we may take com-fort in the fact that we are engaged in the business of preparing a food which takes precedence over the wantsatisfying power of most other prod-ucts. We deal in one of the first es-sentials of human well-being. It is only after food wants have been satisfied that luxury goods will be pur-

In this thought, which we sometimes overlook, lies the fundamental strength of the packing industry. We may have our periods of adversity and low earning power, but such periods cannot last indefinitely. Our industry is here to stay, for it is based upon a primary and universal need. We are a permanent part of the nation's industrial organization. We may feel somewhat compensated for our recent relatively low earnings by this feeling of permanent

The industry has made commendable progress in solving its technical prob-lems. The combination of science and good operating practice has solved many of the most serious difficulties. Within recent years it has undertaken the job of solving the economic handicaps with which it is limited. Progress in this direction has been encouraging, and I believe the time will come hen a more orderly method of livestock marketing, and a more scientific method of distributing meat products, will be a realization of a fond hope.

As an industry organized for permanence, it is our job to give service and to go on giving service—to the owners who have contributed their capital; to the workers who contribute their labor; to those from whom we buy our raw materials, and to those who buy our products. It is our job to see that the meat supplies of the nation are pre-pared and distributed in the most upto-date and sanitary manner; that the whole nation is the market for the farmer's livestock, no matter where he lives, and that the consumer in every section has available the entire meat production of the nation to choose from.

So long as glut or scarcity appears in any market we know our job is not perfectly done and that we have im-provements to effect. But all the while, unless we do a poor job, should expect to manage the business

profitably.

CHAIRMAN EGBERT: The next subject is iron and steel. The speaker is Mr. Myron C. Taylor, who is a lawyer and a graduate of Cornell University, director of many important business enterprises, chairman of the Finance Committee of the United States Steel Corporation, Mr. Taylor. (Applause.)

The Iron and Steel Industry

By Myron C. Taylor.

Chairman Finance Committee, United States Steel Corporation.

Mr. Chairman, ladies and gentlemen: An ancient legend, handed down through the years, tells us that when the great temple at Jerusalem was completed King Solomon gave a feast to the artificers employed in its construction. Upon unveiling the throne a blacksmith was found to have usurped the seat of honor at the King's This seat had not yet been awarded to that craft whose work was considered the most important contribution of skill and effort in the rearing of the great edifice. The people clam-ored and the guard rushed in to cut the usurper down, but King Solomon, with a gesture, commanded that the blacksmith be allowed to speak.

He replied, "Thou hast, O King, invited to this feast all craftsmen but me; yet how could these builders have reared the temple without the tools I fashioned?" "True," decreed Solomon, "the seat is his of right; all honor to the iron worker."

Just as the iron worker and his products were of greatest use to the community and to associated trades of that far-off day, so now, after carrying forward his work through the intervening years, and always in step with the

progress of his time, the iron and steel worker today, with commodities cover-ing a vast range of product, and of a character vital to the civilization of the day, finds himself at home in this conference of leading trades and industries which is being held under the distinguished auspices of this great University and its honored and cultured

In the short span of this morning's meeting one can refer, and but briefly, to only a few of the conditions surrounding the iron and steel industry, its general development and its future prospects in this country. These considerations have to do with the usefulness of iron and steel products to the community; the progress of the art; the enormous investment in the industry; the reasonableness of selling prices as indicated by the moderate return on capital employed; the economic improvement in production practices; the well-being of those employed, and the future of the industry.

Iron Industry Basic.

Iron ore is the most abundant and cheapest of all heavy metals, and the strongest known substance economically available in adequate quantity for extensive use. In its varied uses iron has become more nearly indispenable to mankind than practically all other substances, save air, water and foods. While for all other important substances a substitute of some kind is available or could be found, the earth probably could not furnish a substitute for the millions of tons of iron and steel used to supply present vast demands.

The iron industry may well be characterized as the basic industry, for from the earliest ages iron was used by man, probably contemporaneously with copper, which it has far outstripped in variety of and quantitative uses. stone age gave way to the bronze age, and the latter yielded to the iron age; and we still are living in the age of

The industry's products are essential to the construction of the homes in which we live and of those great business edifices in which so many of our men and women spend their happy waking hours in transacting in su fine friendly cooperation the affairs of the day. Its products provide the means of transportation over our won-Its products provide the derful railroad systems, bringing within easy communication those who bringing are separated by long distances; of traversing of the seven seas in safety on huge and luxurious ships; of production of an endless number and variety of machines, both for convenience and to supplant the burdens that men have borne in ages past in carying on the work of the world. Many of these are intricate and humanlike machines which operate under the direction of man's improved and cultivated mind and his more skillful hand; and which permit production of major manufactured products at a minimum of cost and time.

Iron was first made in America in 1620 on Falling Creek, a tributary of the James River, but until the early part of the 18th century the chief seat of the iron industry was in Massachs-setts. The first steel made in the United

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States was probably in Hartford County, Conn., in 1728. Crucible steel of high quality was first made in 1832 at Cincinnati by the Garrard brothers. Iron was first rolled in the United States at Trenton, N. J., in 1845 by Peter Cooper.

The production of iron and steel in the country was for many years rela-tively small; methods of production were crude and costs were so high that demand was limited, as consumers usually found it cheaper to use timber and other materials then very plentiful, and suited to the building requirements of the time. In the year 1810 the United States produced 53,908 gross tons of pig iron and 917 tons of steel, but the industry increased steadily, and in 1870 production was 1,665,179 gross tons of pig iron and 68,750 gross tons of steel.

Invention Is Turning Point.

Shortly before 1870, invention of the bessemer process, and later of the open-hearth process by the Martin brothers in France, gave the industry great impetus. Until these processes made their appearance steel was not used for undertakings requiring shapes of larger sizes, and such steel was so dear as practically to prohibit its use except in highly specialized directions.

Development of the Bessemer and open-hearth processes of manufacturopen-hearth processes of manufactur-ing steel coming at about the close of the Civil War, and coinciding with the beginning in the United States of an era of development of natural re-sources probably unparalleled in the world's history, may be said to have inaugurated our steel industry on a large scale. Its development is vividly shown by the following statistics of our production: our production:

Pig Iron Steel Ingots Gross Tons Gross Tons 1870. 1,665,179 1890. 9,202,703 1900. 13,789,242 1910. 27,303,567 68,750 4,277,071 10.188,329 26,094,919 1920......36,925,987 42,132,934 1927..... 36,565,645 44,935,185 The maximum or record production

in any year has been:

Pig Iron Steel Ingots Gross Tons Gross Tons 1923..... 40,361,146 48,293,763 1926.....

In the development of production the United States and Europe have far outstripped all other parts of the world. Their proportions of world output are shown by the following statistics for 1913 (the last pre-war year) and 1926 (the latest for which data are recibels) data are available).

The United States in 1913 had a capacity of 35,000,000 tons of steel ingots; its production was 31,800,000 tons, gots; its production was 31,000,000 tons, or 42 per cent of the world total. At that time Europe's capacity was 49,600,000 tons and its production 43,300,000 tons, or 56 per cent of the world total. In 1913 the rest of the world had a capacity of 1,800,000 tons of ingots and produced 1,500,000 tons, or 2 per cent of the world total. or 2 per cent of the world total.

Capacity Today Is Vest.

The proportions have changed considerably since 1913, so that at the end of 1926 our capacity of open-hearth and Bessemer ingots and steel castings was 60,000,000 tons and our production in

that year was 48,300,000 tons, or 53 per cent of the world total. Europe's capacity was 56,600,000 tons and its production was 40,700,000 tons, or 44 per cent of the world total. The rest of the world had 3,900,000 tons capacity and 2,800,000 tons production, or 3 per cent of the world total.

The world capacity increased from 86,400,000 in 1913 to 120,500,000 tons in 1926, while production increased from 76,600,000 to 91,800,000 tons.

From these figures it follows that in 1926 our production was about 80 per cent of capacity, whereas Europe's was roughly 72 per cent, that of the rest of the world being roughly 70 per cent.

To visualize the magnitude of the business in all its branches and ramifications, one might say that to produce and convert each year into its mulitude of finished forms our 1926 output of 48,000,000 tons of raw or ingot and casting steel requires the handling of about 200,000,000 tons of raw materials and the employment of



MYRON C. TAYLOR (Chairman Finance Committee, United States Steel Corporation) Speaker at Conference of Industries.

a million workers receiving upward of \$1,400,000,000. The total value of the manufactured products of the industry safely may be stated to be at least \$3,000,000,000, while the business turnover represented by sales of products moving through their several stages to the ultimate consumer reaches the large total of about \$7,000,000,000.

Profit Return Is Modest.

The expansion of these activities, the replacing of plant and equipment from replacing or plant and equipment from time to time as the fertile mind of man has evolved new practices, processes and machines, and the replacing of facilities which are retired at the ex-piration of their normal life, has called for the investment of an enormous amount of capital. No formal or com-plete data, compiled under Government direction or otherwise, is available showing what the present investment

in the iron and steel industry aggregates, and reports of many interests in the industry are not available.

Based, however, upon published reports of the leading corporations in the trade, it has been estimated that the capital put into the industry as original investment plus net profits retained, is upward of \$4,750,000,000, and that if valuations of tangible properties owned and used be rated at current-day cost of reproduction, less accrued deterioration on that basis, the total would be at least \$6,000,000,000.

With reference to profit return upon with reference to profit return upon the investment, and again relying on the periodical reports to the public from the leading interests in the trade, it is clear that the industry is serving the public for an exceedingly modest reward. In the past four years the combined results for 13 leading com-nances showed the following respect panies showed the following per cent of profit on invested capital:

Per Cent In 1927..... 5.29 1926..... 6.89 1925..... 1924..... 4.96

These returns are based on a capital investment representing only capital paid in plus accumulated and earned surplus reinvested in the business. If profit return were to be calculated with reference to present values based on reproduction and reacquirement cost, the return would be at least one-third less, or probably somewhere around 4 per cent.

The trend of profit return on investment for the past quarter century, eliminating the war period, has been steadily downward. In the case of the leading interest in the industry the annual average for the five years 1902 to 1906 was 6.67 per cent. The highest solve was 6.07 per cent. The highest percentage in any of those years was 8.57 and the lowest 3.92. The annual average for the four years 1924 to 1927 was 5.66 per cent. The highest percentage in any of these years was 6.70, while the lowest was 5.38. The o.10, while the lowest was 5.38. The reduction of 1 per cent per annum in earnings as between the two periods may not appear large, yet it is a relative reduction of 15 per cent, and in the case of this particular industry it is equivalent to a reduction in dividend return of 3 per cent per annum on the capital represented by common stock. It is an admitted fact that the ratio

of profit return in the industry is far below that secured by many other lines

of industrial activity.

Steel Competition Intense.

The steel industry, broadly speaking, is not a specialty business like, for example, the motor, food products, tobacco and some others. Its products are not used generally by the individual personally; it invites no sentimental or habit-forming interest, and its customers are almost exclusively competent and keen-trading business men. This intensifies the competitive de-mands under which its products are marketed.

The industry also in a profit-making sense has suffered from over-expansion of plant capacity, as the figures already presented show. When selling prices decline, manufacturers seek to reduce cost of production in all legitimate ways and to that end most frequently undertake rehabilitation of plants with later-type facilities, and the further integration of operations by themselves producing raw materials previously purchased, or by themselves more nearly approximating the ultimate finished product, and so eliminating separately conducted operations between their own production and the consumer.

This in itself tends to increase productive capacity and calls for additional investment, because rehabilitation brings the new, enlarged and more modern plant facilities which produce a greater quantity of goods. Machinery is speeded up, facilities are constructed of much larger type, and reduced unit cost is secured quite as much by increased volume of production as by lessened out-go for labor and expense.

The industry has in this manner advanced its ability to produce faster than the demands of the country have increased. The relation between capacity and requirements, measuring the latter by actual production, is today a ratio of about 6 to 5, or an excess of capacity of 20 per cent. In other words, an aggregate annual capacity of 60,000,000 tons of open-hearth and Bessemer steel ingots and castings compares with requirements of 50,000,000 tons, the probable output for 1928, and which would constitute a new high annual record.

Modernization Is Vital.

Modernization of plant and facilities to lower cost of production is a prevailing practice throughout American industry. If this practice is not followed, survival cannot be assured. Hundreds and hundreds of millions of dollars of capital outlay have been made for this purpose, and in the older and more thoroughly established industries these outlays have not produced to the owners a sufficient profit on the new investment.

But to keep abreast of the times, to insure permanency to the enterprise, it has been necessary to apply a substantial part of all earned profits to and for the beneficial interest of customers and employes.

And while these profits have been reinvested in the properties, to improve them and to secure lower costs, almost inevitably profits gained through the improvements have been passed on to the public through reduced selling prices and to the employes in higher wages. From a bookkeeping and balance sheet point of view the result is great enhancement in the book value of properties and their securities.

Such value, however, is permanently locked up in the business and principally in buildings, equipment and facilities whose going value to the owners is only that which by use they can be made to earn. They possess no disposable value except on that basis. Therefore, broadly speaking, these substantial reserves are applied and used for the benefit of consumers and employes and to insure to owners the stability of their initial investment.

Steel Workers of High Type

The countless economic improvements in production practices arising from efforts of all kinds to reduce costs extend to every branch of operations. In a paper of this kind they cannot be reviewed even briefly. But the degree

can be visualized partially by mentioning a few concrete and typical statistics of reduction in the man power employed in operations.

Composite results for the entire industry are lacking, but the following general averages are based on total tonnage and total employes of a sufficient number of plants to make them typical of the industry.

Annual output of finished steel products per employe engaged in the manufacture of iron and steel:

Increase 15.46 "

Per cent of increase 23.62 per cent While this increased productivity of labor can be attributed principally to installation of labor-saving machinery, equipment and facilities, substitution of larger and modern type units of production for many small and obsolete plants abandoned, and to improvements in operating methods, it also is due in considerable part to the progressive attitude of American workmen, who more and more have realized the vital, relationship existing between volume and quality of production and higher wages.

Present average earnings of iron and steel workers in the United States, according to a recent report published by the National Industrial Conference Board, is 12 per cent higher than the average hourly rate paid by all of the industries covered in the report mentioned, and is more than 50 per centhigher than the average labor rate paid by a number of the industries included.

A vast army of workers is engaged in this industry in its numerous rami-These ramifications fications. more diversified where the supply of iron ore comes from far removed deposits, such as those in the Lake Superior region. In these cases the product of the ore ranges is quickly transported by extensive railway systems to the water front, and thence by great specially-constructed vessels to unloading ports, and then again by rail to various points at which, in combination with abundant local coal. is extracted the basic iron from which flow this great variety of products in endless procession.

Timing of these vast operations from mine to consumer is so accurately gauged that serious delays are seldom encountered. The march of the nation's construction and reconstruction goes forward without a hitch. All along the line of these tremendous operations, like sentinels on duty, is ever present the human element, guiding and controlling the levers which not only keep the stream in flow but maintain very precisely the varying quality requirements. The inventive, organiz-ing and systematizing mind of man has exerted itself in these activities to an unusual degree, so that the heavy burdens that were borne by man in the early days have either passed away or been greatly lightened through introduction of mechanical means that make the occupation more wholesome and satisfying.

Ore Mining Mechanized.

In one of the great open pit ore mines of Minnesota, which in 1928 is producing approximately 6,000,000 tons

of ore, the entire product is handled by huge electric and steam shovels which lift the blasted material from the great pit, where nature with such lavish hand has laid it for man's benefit, to special cars which carry it directly to the lake ports for transportation to the lower lakes.

There it is lifted from the vessels, loaded aboard cars and transported to furnaces and consumers in all parts of the west and the east. The entire 6,000,000 tons of ore is being handled in that mine this year and placed aboard cars for shipment with a crew of but 400 men, and no man touches or lifts a pound of ore.

This same condition applies during the entire progress of the ore from mines to steel works; and as the product of the ore passes through the several stages of manufacture only to an inconsiderable degree is man's physical strength directly exerted in respect to it. Man's direct contribution is limited largely to the application of his 20th century industrially developed mind and of his skillfully attuned hands to control the levers by which power is applied.

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This evolution in the mechanics of the industry has worked also an evolution in the men of the industry. Their ability and capacity have developed into a higher order. All these complex operations are directed and controlled by intelligent men, progressive and happy, well-paid, well-housed and with all facilities for the upbringing and education of their children that one could desire. And, incidentally, all this shows what can be accomplished through the working of the minds of men of this progressive day once they are applied to the task.

Human Factor Appreciated.

It is safe to say that if extremely hard manual labor still is performed in any of the industries of America, it is only where the inventive genius of our age has not yet applied itself to the problem. The hours of labor in the steel industry are consonant with those general in the country, the character of the industry considered. Hard labor in the industry, as we have seen, has been eliminated in many occupations and greatly reduced in others.

In the industry's early stages of development little attention was given to conservation of human resources or to general conditions under which employes worked and lived. Its pioneer risked all they had, lost everything, and then through initiative, courage and perseverance, won back more than had been lost. In those early days, before emancipated from carrying the heavy burdens upon his shoulders, little was done in any of the industries at home or abroad to protect the works from harm or to assist his development through better plant, home and community environment, or to promote the health, happiness and comfort of himself or his dependents.

The importance and necessity of welfare work has, however, gained such earnest recognition that today this work is classified as an essential feature of successful and efficient plant management.

Results are more than gratifying.
Thousands of workers annually are being saved from serious injury of death and their health is being pro-

served through study and correction of mechanical processes which had proved injurious. Customs and modes of livinjurious. Customs and modes of liv-ing have been improved materially, and better morale has been established in our industrial forces.

Accident Rate Is Small.

Hon. James J. Davis, Secretary of Labor, made a statement on March 9, 1926, concerning activities of this character with respect to the largest in-dividual unit in the industry, to the effect that the accident statistics for the iron and steel industry kept in the Bureau of Labor Statistics since 1907, show that during that time accident frequency rates have dropped from 80 per million one-man hour exposure in 1907 to 30 in 1924, and that the sever-ity rates have dropped from 7 to 3.

ity rates nave dropped from 7 to 3.

More satisfactory still is the achievement of a particular group of plants in which more energetic and systematic methods have been installed and tenaciously adhered to. Here the frequency ratio has dropped from 60 per million hours of exposure in 1913 to 10 in 1924. This group comprises nearly one-half of the plants of the iron and steel industry in the United States.

The mills quite generally safeguard employes from accidents within the plants, and first aid and rescue crews, plants, and first and and rescue crews, trained under company doctors and supplied with the latest types of approved apparatus for first aid and rescue work, have been organized, particularly at the mines. Base hospitals are located at central locations, and completely equipped emergency stations are maintained in the plants and at and within the mines where desirable. These facilities are in the charge able. These facilities are in the charge of a competent staff of surgeons, physicians, and nurses. All cases of injury, no matter how trivial, are sent to the emergency stations, where they receive prompt medical attention.

Welfare Work Pronounced.

Sanitary conditions at the plants in this industry have been raised to a high standard; various recreation facilities are quite generally provided, including playgrounds, fields for athletic events, club houses, and in many cases, educa-tional facilities are supplied. Housing has been given particular attention. Home-owning plans have been devised, and stock subscription privileges to the stock of the various corporations, have been opened to the employes. There also are pension plans to care for aged and disabled employes.

All of these activities have been sea-All of these activities have been seasoned by experience and function successfully. In the case of one of the larger companies employing 220,000 men, it might be said as an example that pensions were granted during the year 1927 to 1,175 retired employes, and that at the close of that year 6,388 names were on the pension rolls. Of the 1,175 who retired in 1927 the average age was 63 years, and the average age age was 63 years, and the average length of service was 32 years. In 1926 that corporation alone had 157 employes who had been in the service of the company or its subsidiaries continuously for 50 years or more; 529 for 45 years; 1,677 for 40 years; 3,868 for 35 years; 6,294 for 30 years, and 10,417 for 25 years.

The expenditures of this particular corporation have been generous and indicate the care and attention being

Delightful Hospitality

The Conference of Major Industries was held in the midst of the magnificent group of Columbia University buildings that crown Washington Heights, New York City. It was an inspiring and an invigorating atmosphere, and at luncheon time the genial surroundings of the Faculty Club made a pleasant setting for the luncheon tendered all attendants upon the con-

Here great bankers and captains of industry mingled with the rank and file of business and industry, and the University students who were welcome guests at the conference.

Secretary Frank Fackenthal of Columbia University, Dean James C. Egbert of the School of Business, Director George Vernon Denney of the Institute of Arts and Sciences and the other faculty members were tireless in their efforts to make everybody comfortable

given to these important matters. It is doubtful if any basic industry in which men work today throughout the world can boast of working and living conditions superior to those in our steel industry.

Today Is an Age of Steel.

A word as to the future of the in-dustry. As has been said, we are liv-ing in an iron and steel age, and more and more is steel becoming an essential material. It is being used to supplant material. It is being used to supplant many other materials in a manner which a quarter of a century since would hardly have been considered probable. Notable examples are the substitution of steel for wood in construction of railroad equipment, lath and other building materials, and for furniture.

The automotive industry has furnished an entirely new use for steel, all practically within the last 25 years. And this industry now consumes about 4 million tons of iron and steel products annually. Development of steel-frame constructed buildings has added largely to the demands for steel; likewise the growth of the electrical industry.

Also in many other directions, such as highway construction, oil field improvements, the canning and packing industry, and in the field of domestic appliances, the use of steel has either superseded other materials or is being applied to more extended and novel purposes.

There is no reason why new uses for steel should not always be developed, and as the growth of the country and its resources continues we may confidently expect that, proceeding on sound lines, steel will be required in large volume for all the existing stand-ard uses and for many new ones.

underground mines increase; in addition future workings of iron ore inevitably will, in due course, be of lower grades than those now being used, and ore will have to be transported increased distances to furnaces.

Steel Shortage Improbable.

All this will directly increase the cost of producing iron and steel. But we may confidently expect, it is believed, that the ingenuity of man in evolving new and economic methods for smelting and working iron and steel will keep well apace of advanced costs for raw materials, so that for the long, long future at least, no fears need be entertained of steel not being available in all required quantities as an economic material for the world's uses.

The industry has grown up on the The industry has grown up on the basis of fair wages to the worker and adequate plant investment to insure quality and quantity of production, all the peaks considered. Its semifinished products likewise have formed the basis of manufactured products for manufactured products for manufactured products for manufactured products for thick insurance because the semigroup of the basis of manufactured products for the basis of the basis of manufactured products for the basis of the basi which innumerable converting concerns have set up in turn their plants and organized their trade.

It is doubtful whether the public and the industries co-related to the iron and steel industry are sufficiently aware of their dependence upon this industry to insure smooth running of the general commerce of the country. It is doubtful if they realize with what perfection the system of production that handles raw materials and finished products, located hundreds and in some cases thousands of miles apart, must be synchronized, and how generally plant capacities must be provided so that the high peaks of demand under all circumstances, in times of peace and, as we have recently known, in time of war, can be met without embarrassment to the nation.

This industry is so large, and so well seasoned, and has a product so vital to the country's happiness, welfare and safety, that the nation may well protect and encourage it in all fair ways.

Communion of Effort.

Apart from the occupation which the industry gives to those employed, the usefulness of its products to the community, and the revenues which flow to those who have invested their saving the saving ings in the enterprise, it also affords an opportunity for the association in work of a great body of energetic, vigorous, kindly, wholesome men and

As seen in their daily relations one with the other, one cannot escape the conviction that work is ennobling; and apart from the daily bread that is won from it, the close communion in cooperative effort of large bodies of men in such great operations impresses the im-agination, stimulates to greater accom-plishment, reinvigorates mind and body, and develops a spiritual appreciation of the great privileges and opportun-ities of life which Providence has showered upon the worthy and the diligent in such profusion.

The natural resources needed in its production are bountiful. Cost of mining and transporting then naturally will increase as open pit mines are depleted and the depth workings of It is reassuring to have close contact

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The steel industry certainly is composed of a large body of earnest, hardworking, law-abiding, right-living, patriotic men, and, Mr. Chairman, I am inclined to think the community could do no better now, in the face of these facts, than follow King Solomon's precedent of selecting the iron worker to sit with these leaders of the principal industries of the day, at the right hand of the throne, as a demonstration of the well-merited public esteem in which the faithful artisan should be held.

CHAIRMAN EGBERT: The next subject is "Automobiles," and we shall have as our speaker Charles F. Kettering, who is a graduate of the Ohio State University, an engineer, manufacturer, inventor of distinction, and now President of the General Motors Research Corporation. Mr. Kettering. (Applause.)

Automobiles

By Charles F. Kettering, President General Motors Research Corporation.

Mr. Chairman, ladies and gentlemen: I think that we are all perfectly willing to give the steelmaker a seat at the king's table, because in our particular industry we have been dependent upon three primary raw materials.

One has been steel, and especially of the alloy type. The other has been rubber and the other has been petroleum. Without those three essential things the automobile could not exist.

I was particularly interested in Mr. Swift referring to ours being an assembling business, while his was a disassembling business, because that is exactly what the automotive busines has done. It has drawn from practically every craft in the world, from practically every type of material in producing a type of transportation which started some twenty-five years ago purely as an experiment, developing as its social position improved into a luxury, and we hope at the present time has arrived at the position of being a necessity.

In the analysis of the development of this business, the whole thing is predicted around a type of motive power which we call the internal combustion engine. It is the first time that the human race has had an inanimate source of power which hasn't had to be attached to some prime mover.

In other words, it is a self-contained

In other words, it is a self-contained prime mover which doesn't require a licensed engineer (some of you may think so), but is free to go wherever you can, and it is the development around that type of prime mover that our industry rests upon.

Arbitrary Laws Defeated.

The internal combustion engine is quite old. The first step to automotive work came when someone believed he could make one turn a little faster and weigh a little less than the stationary single cylinder engine.

The great advantage in producing the self-propelled vehicle was when someone did believe he could make it lighter and turn a little faster, and the inception of our business started. The question of how light and how fast we can

turn them is still a moot question in the minds of a great many engineers. Sometime ago, when I was sitting in

Sometime ago, when I was sitting in at a meeting where somebody said, "We are turning our engines entirely too fast and something should be done about it," I was reminded that in a meeting in 1912 one of the very important rules laid down by engineers was that you could not have a piston speed of over 1,000 feet per minute, and that anybody who came into the industry and tried to do it faster was in bad right from the start.

We have always said that a certain amount of intelligent ignorance is always necessary to progress. (Laughter) Therefore some of us not knowing about this rule trespassed upon it. We didn't realize how badly until in a recent meeting someone called our attention to the fact that something ought to be done about the piston speed that was getting entirely too high, and that it was now averaging more than 3,000 feet per minute and ought to be stopped.

I made this proposition, that I was perfectly willing to carry it up 500 feet faster if a group would take the problem of taking it back 500 feet less. After a complete analysis of the thing they said they didn't think it was possible to take it back because you couldn't sell the car. That is quite sufficient reason, regardless of what else you might have against it.

Horsepower vs. Weight.

Today we are producing these very large horsepowers running from 50 to 100 at weights which are very low. The old type of engine just prior to the introduction into the automobile weighed about 75 lbs. per horsepower. The stationary engine, from which the modern engine graduated weighed about 100 lbs. per horsepower.

Our engines will run around seven or eight pounds per horsepower for the automotive work and as low as one pound per horsepower for aviation and air work in general. That it has been possible to make that reduction in weight and increase the horsepower of the prime mover has been engineering history and is the engineering picture back of the production of the automotive business.

Considered outside of that standpoint we are just another form of transportation. Some wise man once said the reason we needed so much transportation, as has been shown twice here this morning, is that nothing is where you can use it and nobody is where they want to be. So, considered purely from a transportation standpoint, there are a lot of facts and figures about it.

I simply want to call your attention to this little booklet gotten out by the Automobile Chamber of Commerce which is called "The Facts and Figures of the Automotive Industry." You can get a copy of it by writing to the Automobile Chamber of Commerce at the Moreland Rockwell Building, 366 Madison Avenue.

It is one of the nicest lot of statistics and shows the history and the development of this business from a statistical standpoint as well as anything. Mr. Alfred Reeves is head of that. If you will write to him and tell him that I asked you to ask for a copy, he will be glad to send it to you.

Other Industries Affected.

In this assembling business of ours of bringing together these many parts, we have gotten into other industries that are fairly large. In other words, we have affected some industries to quite an extent. We are using about 16 per cent of the steel produced. We are using about 85 per cent of the plate glass produced, we are using about 85 per cent of the rubber produced, we are using about 80 per cent of the gasoline produced.

Thus our industry, in addition to being a transportation industry, draws for its makeup on other industries that it has materially affected, not only those industries in themselves but the method in which those industries are operated, so that commercially the automobile industry has spread its influence way beyond what you might say are the bounds of its production.

The increase in the automobile has been brought about very largely because of the fact that it has supplied to so many people a means of getting away, getting out of a set of environments; and, as I have always said, it has helped to break the monotony factor more than any single thing that has ever been brought into existence.

When you touch upon the whys and wherefores of the automobile, its enormous amount of money being expended each year—this year we will produce about three and a half million cars that will retail to the public at perhaps four billions of dollars—you say, "Where do the people get the money to pay for them?"

Credit Facilities Vast.

They do not. They buy them on time, and one of the credit companies this year will write over a billion dollars worth of time payment automobile paper.

Of that billion dollars worth, the total shrinkage on it will be less than a tenth of one per cent, which indicates the fact that the fellow who has bought this car on time payment really wants it, and he wants it for a perfectly definite reason because the automobile has released to the human mind a thought which has always existed there, and his primary impulse is to roam around.

Of course, civilization has been throttled and has been held back. Economics shows him that he cannot afford to get around it and for years he had to stay put; the automobile has told him that he didn't have to. Consequently, it is a reversion to type, to the old Nomadic form of thing that wants to make him roam around, and it is a good thing.

We get blamed for a lot of things in our industry. We have perhaps spent more time and more money in studying the accident phase than any other phase of our business.

I can say to you frankly that as far as the industry is concerned in exhausting every possible form of utility in making the automobile safe, they are doing all they possibly can. They are open to suggestion in every line of work, but there is one part of the automobile which we cannot control, and that is the peculiarly constructed piece of apparatus that sits immediately behind the steering wheel and is respon-

sible to as great an extent as anything for accidents.

Fatal Accidents Decrease.

That is a deplorable situation, but I believe it is getting better. At a recent meeting of the mortuary association it was said that there was a decline of over five per cent in their business of last year, which they blamed on the automobile business because they said people were riding around out of doors and were more healthy and not dying and were more healthy and not dying off at the usual rate.

Of course, that is only delayed business from their standpoint. But with the increase in the automobile business the average increment, or life cycle, has been increased, they say, about five years. The life insurance people say that. We haven't anything to do with that.

That want has had a tremendous effect upon the economic situation of the country and it is entirely apart from the thing industrially. In other words, the pure industrial, economic, the buy-and-sell type of thing, is a fixed thing depending on the quantity, but another type of economic thought that has been brought about by the automotive in-dustry is entirely different.

A few years ago I was riding in from Chicago with a gentleman, and he said to me, "You people are ruining this country. People are spending money for motor cars and they ought to be spending it for something else. You are depleting the saying banks of this are depleting the saving banks of this country, don't you see?"

I happened, purely by accident, to have in my pocket a report put out by one of the banks of Chicago which showed that the saving banks had increased in deposits at a higher rate than at any other time, because you save the savings have been as the savings have been save to be savings here. cannot deplete savings banks by buying automobiles. You only take it out of one fellow's account and put it into another fellow's account, unless you want to carry your money around outside of the bank.

Motor Demand Beneficial.

In other words, if you are going to make two or three millions of automobiles per year, you are creating ma-terial collateral against wealth which has to be deposited in your banking systems. Therefore, you cannot create new wants such as the automobile has created without increasing the natural wealth of the community just in proportion as you have converted base materials into human utility. terials into human utility.

Therefore, being an engineer purely and not an economist, I have said that we have looked upon the economy from the wrong standpoint—that the economics of the situation does not depend upon the amount of money in the banks, upon the amount of collateral paper, upon the amount of collateral paper, but does depend upon the amount of useful material which is flowing through the channels of trade; and the more useful the material that flows through the channels of trade, the greater will be the collateral clearing through the accounting houses not conthrough the accounting houses not considering what they are.

We say we have not affected the economics only insofar as we have taken base materials and transformed them into material which the people re-gard as useful materials as expressed by their wants.

That change of economic situation is affecting the whole crystalline structure of our modern conception of business. Whenever wants are synonymous with need you find a static form of civilization. You find a civilization remaining about the same.

But the minute you begin to create new wants which are entirely different from needs, then you begin to get a mental reaction which is of a far more important nature than the economic reaction. People begin to want things action. People begin to want things that they do not need, and as they begin to want those things they begin to become more alert mentally, more willing to work, more willing to do the unusual thing and consequently, we break the routine of that civilization and step it up to an entirely new

Auto Satisfies Definite Want.

Therefore the automobile has en-tered into that thing and has created a new type of want which we believe now has developed into the need and



CHARLES F. KETTERING (President General Motors Research Corp.) Speaker at Conference of Industries.

it is contemporaneous with the moving picture and the radio and all of those things which nobody needed at all but which would be missed and make this a dull place to live in if we didn't

In other words, the minute that you In other words, the minute that you create these wants, things that you would like to have, it becomes monotonous without them. Then you have started a preliminary type of industry which will develop very rapidly in a generation or two into a fundamental need. You can get along without any of these things but you are less happy than if you have them.

Inasmuch as the production of these enormous quantities of material find an outlet, we are sometimes criticized because of the way in which it is done. They say, "Why don't you stop changing models every year?"

My particular phase of our industry,

in my company, is that of research and development. The economic people say, "Why do you depreciate your last year's car by bringing out a new car?"

We say, "We do not." We do not know where the last year's car is. Somebody has bought it. Somebody has paid for it and we do not know where it is. Consequently, we can have no affect whatever upon that car by bringing out a different model.

New Models Are Improved.

There are three and a half million cars replaced each year. Consequently, the great bulk of our car sales are re-placements and nothing more. There-fore, why not let the fellow have the advantage of the latest in all of the things science has discovered? Like steel, rubber, glass and all the other industries? Why not let them have the best results of today's operation rather than duplicate what you did last vear?

When we try to say, "Why, research in engineering has as economic place in the production world," we say, stripped of all spectacular phases which the advertising departments like to put the advertising departments like to put into it, that we are simply a group of people whose primary object is to keep everybody reasonably dissatisfied with what they have. That is exactly what we are for, and if we can make a new model this year that you like better than the one you had last year, then you haven't done anything to hurt the automobile business. The only thing you have done is slide the conception of what you can have in that type of transportation up by one notch. That is hard to get across once in awhile.

But there is no use buying three and a half million cars next year like the ones you had this year if we can make them no better. I want to give you some idea of how that works out.

Let us take the very best car that we can get, say, selling at \$2,000, and let us put it on this platform today and put a glass case around it. Let's sell that to the public, the idea of it, and seal that up perfectly tight. Let's get all the scientific brains we can get here and they will guarantee that that car will not choose. It is not in the The will not change. It is put in there. The maker will write the price on the inside of the glass case, \$2,000.

ceeding year that we come back here, and in about 10 years from now nobody will write a price on there. You will then get just exactly what the junk man will pay you for it.

Appreciation, Not Depreciation.

If that car, without being touched, depreciates \$200 a year, what is changing? We guaranteed that the car would not change. When we put it in there it was worth something.

You may think this is fictitious, but tou may think this is lictitious, but just think how much you would pay for a 1918 new car today. The next ten years are going to be even more fruitful in the production of values than have been the last ten years.

But something is changing from year to year in order to drop the value of that. The principal thing has

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to give you new things which we couldn't put in that car at that time. Therefore, if that car depreciates without being touched, to the extent of \$200 a year, it simply means that engineering and research must be recouping that value by \$200 a year if you are going to keep the letter figure of \$2,000 as the price.

That is a problem that is happening in this industry of ours, and causes this model thing to be regarded in two different ways. One is a highly economic thing because we can prove to you its economy by that means, that we are giving you \$200 more each year than you got when you kept the old thing. Therefore we call that, instead of depreciation of cars, the appreciation of minds.

I am mentioning this particular phase because our industry has been peculiar in this respect. It is the most transient type of industry that we have ever had. We spend perhaps in some of our larger organizations thirty to thirty-five million dollars a year in tool changes and engineering changes in order to produce the new models.

The reason that we have to keep on doing that is because the changing conditions in which people are using the automobile, the new things which are being developed in connection with the operation and the building of the cars, and the new facilities which it is possible to put into the vehicle as we go along, make that necessary. There will, some day, perhaps, come a time in which you cannot have the widely varying model changes that we have today.

Industry Always Changing.

In that respect the automobile industry is peculiar in that it does not repeat over a long period of time the article. It is in a transient state all the time.

People say, "How far can you go? How far can you develop this industry?" Every year people say, "Well, I don't see where you can improve that car very much." Then he drives it the first time and he says that it is the most wonderful car he has driven. You see him eight months afterwards and what does he say about it? He says, "I would like to have this changed, or that and the other thing."

Two things have happened. When you gave that fellow the new facilities that were produced by that model, he immediately became conscious of having something he didn't think he could have before. Then he began to do a little bit of thinking. Consequently the public mind toward the receipt of the new thing is changed from year to year. You try to put out a thing this year that is too far in advance and the public doesn't accept it. But, wait until traffic conditions or something like that come along and the whole thing is changed.

We have about 700,000 miles of paved highways in the United States. In a congested area like New York the question of speed and the automobile as a transportation vehicle other than local presents no difficulty. But it just happens that there are only about 11 per cent of our cars in congested districts of over a half million population. Most of the cars are

outside of the congested districts where the automobile is used as a transportation device. Over all, fairly long distance trips of 400 to 500 miles in a day are the commonest thing in the world out in the Middle West.

Therefore it has become a sort of competitor to other types of transportation. The railroads last year, I believe, collected \$230,000,000 worth of automobile freight for moving automobile materials and they lost \$292,000,000 in passenger service.

Isn't it hard for a metropolitan man or woman to appreciate the extent to which the motor car is used throughout the open spaces as a real transportation device? It is.

The reason you drive the automobile is because you can start when you want to, you can go at will, and as a rule, if the trip isn't too long—200 or 300 miles—you can save an hour to an hour and a half on train time; because it is the commonest thing in the world for the average automobile speed, for 200 or 300 miles, to be between 40 and 45 miles an hour. That is not in the hands of an expert driver, and not in the hands of people who are professional drivers, but in the hands of men and women alike.

Competes with Railroads.

Therefore, the automobile as used in many cases for a special transportation service excels the speed of the railways today and we believe is quieter and more comfortable.

That brings in a question which is being started here in the metropolitan district due to congestion of the express highway. We fully believe that it is only a question of time until these express highways will be laid, starting first in the congested districts and producing ready access in and out, and then will follow up in the longer cross-country places where speeds of higher order are desired.

It seems to me that there is no question but what today we can place safely in the hands of a moderately good driver, motor vehicles which could sustain for almost an indefinite period, speeds of 60 to 75 miles an hour, or maybe 70. He would be very safe in driving that fast.

Along with the internal combustion engine has come the other phase of automotive travel—the airplane. That was made possible, again, when we got motors of such power and weight that they'd lift more than their own weight. That speed of transportation, of course, is several times faster than any other form that we have.

Fuel Question Not Alarming.

Along with that comes the general problem of the fuel supply. The first hazard, and a great deal of work is being done on that. People say, "What are you going to do when you run out of petroleum?" Every once in awhile we have a board appointed to say, "If we should, what then?"

When will that happen? What are we going to do if we should run out of rubber? Mr. Firestone will tell you that we are not going to run out of rubber. If we do, it is not our fault. If we run out of fuel it may be partly our fault.

But with the research work which is now under way, we could very safely

say to you that as these things are developed we can look forward to perhaps five, ten, fifteen years of improvement in this motor which ought to give us from two to two and a half times as much work per unit of fuel as we are getting today. So that I think if we can keep step with the increasing demands by these improvements we will be doing well.

The developments of our industry have been so rapid that the question of the overall economics has not had a chance to get consideration. The cost of our fuel has been so low that any great amount of effort on the part of high economics would have been uneconomical because the processes required to meet those conditions would have cost more than the utility value.

However, we can see nothing whatever in our picture, looking over the next ten, or twenty years, in which we are going to be curtailed by any of the base products. We know the steel industry can meet its situation because we have a very close relationship with them. We know the oil industry is cooperating in a wonderful way to do everything possible in their line. We know the rubber and the glass industries are doing well and we know all the dependent industries are studying this problem and looking far in advance.

We know the question of highways is getting a lot of consideration. We know that these improvements in highways, if anybody would have predicted them some years ago, would not have been listened to. Nobody would have believed.

If the thing is desirable, the only economic cost of the thing is putting a few hours of work upon the matter—and the thing is produced. In other words, we can have anything in this country that we wish for. If we wish hard enough, some morning we awaken to find it there.

Problems Still to Solve.

So, if it is desirable that we should keep on making three or four or five millions of automobiles a year, if we keep on making them so they suit you better than the old model did last year, and we willingly build the highways where you can run them, we can see no reason in the world why this business should not continue.

It has its problems as well as any other business. They are problems that are just the same. We have our economic problems. We have the problems of competition and the problems of this terrific variation in sales demand through the few months of the year and a depression during the others; we have all of that.

This introduction of new models is the curse of our business. It means that you have to clear the field and start over again. We have introduced a lot of problems. But, considering it by and large, we have tried to take the course which would mean, over a long period of time, the greatest progress to the industry and the greatest benefit to the consumer.

We cannot today predict what this industry is going to be because we do not know. The ones of us who are close to it realize the terriffic amount of undone things. There are many

things yet to do. We do not know exactly how to start them.

In that respect, one time in running a test trip down in Kentucky I got a little bit of local color that expressed this question better than any way I could tell you otherwise.

I had been down in the mountains clear off the beaten path. I was driving up a little stream as part of a highway. We did nothing but drive and there was nothing on the map to indicate—outside of a white spot—what the place was. So, we finally met up with an old gentleman who had a couple of milk cans on a wagon.

of milk cans on a wagon.

We said, "Neighbor, what is the best way to get from here to Cincinnati?"

He said, "Well, sir, you go up to the road until you come to the forks. It doesn't make much difference which fork you take—you know, to tell you the truth, if I was going to Cincinnati I would never start from here."

Now, we are going some place. We are willing to take our problems just as they are and we are willing to start from where we are today, and with your hearty cooperation I am sure we will get where we are going. (Ap-

CHAIRMAN EGBERT: The conference will now adjourn for luncheon, which will be served at the Faculty

Adjourned at 12:15 p. m.

Afternoon Session

October 24, 1928.

The meeting was called to order at two-fifteen o'clock by Dean James C. Egbert.

DEAN EGBERT: Members of the conference: In opening the afternoon session I desire to reiterate the words of welcome of President Butler which you listened to this morning.

As you are aware, the Conference on Major Industries is held under the auspices of the School of Business at Columbia University and the Institute of American Meat Packers. The Director of the School of Business presents of the School of Business and School of Business at Columbia University and the School of Business at Columbia University and the School of Business at Columbia University and the Institute of Business presents at Columbia University and the Institute of Business presents at Columbia University and Business presents at Columbia University rector of the School of Business presided this forenoon. I shall, therefore, ask Mr. Thomas E. Wilson, Chairman of the Institute Plan Commission, to

or the institute rian commission, to preside this afternoon.
CHAIRMAN WILSON: Ladies and Gentlemen: Many of you were here this morning, and many of the representatives of the Institute of American Meat Packers received a very cordial welcome on the part of President But-

Thanks to Mr. Fackenthal.

Also, I am sure that I express your feeling when I say to Professor Egbert of the Business School of Columbia that we greatly appreciate his participation and we appreciate greatly and sincerely the opportunity that the University has given as the such the school of the same than the sure of the same than the and sincerely the opportunity that the University has given us through these men, and particularly through Mr. Frank Fackenthal, the secretary of Columbia University, for the privilege of participating with them in this great undertaking, this Fifth Conference of Maior Industries Major Industries.

May I say a special word on your behalf of appreciation for the wonder-ful cooperation given us by Mr. Facken-thal. No undertaking seemed too

great, no trip too distant for him to undertake with us in securing speakers and arranging this program.

Likewise, in connection with the dinner tonight to the pioneers of industry. He and the University here have taken a very important part in the arrangement of it, and I know that you will want me to express your keen appreciation for it all—all of the courtesies that have been extended to us here, including the very splendid lunch today. (Applause.)

Introducing Mr. Gifford.

Our first speaker this afternoon is president of the largest industrial organization in America. With its subsidiary and associated companies it employs 350,000 persons and has 435,000 are the latest and the state of the state 000 stockholders and possesses assets of three and a half billion dollars, and it is said it serves more people than any other business organization.

Its chief executive officer is a friend of experiment and progress. He has



WALTER S. GIFFORD (President American Telephone and Telegraph Co.) Speaker at Conference of Industries.

been quoted as saying that today in America we are building a new civilization not on the conquest of our fellow man but on the conquest of nature. The great organization of which he is the head has helped to conquer the supposed limitations of space and time.

I have very great pleasure, ladies and gentlemen, in introducing to you Mr. Walter S. Gifford, president of the American Telephone & Telegraph Company. (Applause.)

Electrical Communication

By Walter S. Gifford, President American Telephone and Telegraph Co.

MR. CHAIRMAN: Ladies and gentlemen: From the earliest civilizations of which we have record until well after the formation of the United States, the communication art remained practically the same. It de-

pended essentially on the speed of man or horse and sailboat, with here and there the limited use of beacon and smoke signals or semaphores. Then suddenly, early in the last cenutry, came a sudden and dramatic change.

Let me read to you a sentence or two from that delightful New York diarist, Philip Hone. On June 2, 1841, he

"At eleven o'clock yesterday the President sent in his message to Congress. The rapidity with which the message was brought on by the railroad exceeds all precedent; it absolutely seems like flying. It left Washington at three minutes before twelve o'clock noon and was in the City of New York at half-past nine last evening."

Five years later Hone was presiding over the Whig convention at Utica to nominate a candidate for governor of New York. This is what he records in

New York. This is what he records in his diary:

"'Magnetic telegraph.' Strange and wonderful discovery which has made the 'swift-winged lightning' man's messenger, annihilated all space and tied the two ends of a continent in a knot! The whole extent of the newly dis-The whole extent of the newly discovered phenomenon was never made so apparent to me as on the day of the meeting of the convention; during the hour of adjournment to dinner a message was sent by telegraph to Mr. Fillmore, at Buffalo. The answer came immediately that 'Mr. Fillmore was not in his office, and could not be found.' Soon after, another communication was Soon after, another communication was received authorizing the withdrawal of his name * * * This was handed to me on my taking the chair, and had travelled 470 miles during our short recess of an hour."

Basis of Civilization.

When Hone recorded the increasing When Hone recorded the increasing speed of communication by train, he recorded a change in the degree of speed; but when he recorded the use of the electric telegraph he recorded a change in kind—the basis of a new civilization—one based on instantaneous communication in politics, commerce, and the social contacts of life. Electrical communication is one foundation of the complete alternation in the

dation of the complete alteration in the habits of mankind, for without rapid communications neither the spread of modern knowledge nor the control and organization of modern industry would be possible. Control of time is one of the essentials that differentiate our civilization from any that preceded, and modern communication gives to the ordinary man almost unlimited facilities

dinary man almost unlimited facilities for the control of time and space and the interchange of ideas.

Today, an individual located practically anywhere in the United States has at his command day and night—Sundays and holidays included—instrumentalities for immediate intercommunication with almost anyone anywhere in the civilized world. anywhere in the civilized world.

anywhere in the civilized world.

On an average, in less than a minute he can call up and talk by telephone with any one in his community, which means, in a community the size of New York, that he can almost instantly reach any one of one and one-half civilized the phase and that were set. million telephones, and that means several million people. In less than five minutes, in most cases, he can talk by telephone with practically any one of

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19 million telephones wherever located in the United States, and their location is such that he can reach over those telephones nearly any one in the whole country.

Communication World-Wide.

In addition, he can, if he has occasion to do so, talk to any of over seven million foreign telephones, which means that he can reach 80 per cent of the telephones in the world. Within the reach of his voice are Canada, Cuba, Mexico, Great Britain, France Germany, Spain, Belgium, Holland, Switzerland, Denmark, Norway, Sweden and Danzig.

He can, over the same instrument and without moving out of his seat, send a message—a telegram, cable or radiogram—to anybody anywhere in the United States or, for that matter, practically anywhere in the civilized world, including ships at sea. He can send money by telegraph.

If he lives in New York or in one of several other larger cities in the United States, he can, where absolute accuracy is paramount or design important, speed a facsimile message or a picture by wire to distant cities of the United States. If, for example, he is distant from home and requires funds, his bank may arrange to extend unlimited credit and even signatures and identifying photographs by wire. He may rush a power of attorney from Boston to Atlanta for use this afternoon or send a bond circular in facsimile and have it distributed in Los Angeles in a few minutes.

If his business is such that it has branch offices in several cities, they may be permanently linked by private telephone or telegraph circuits of which he has exclusive use, with the result that he may carry on his business as though his branch houses were all located within a city block. The messages that he sends from one branch to another can, if desired, be sent over a typewriter so that a message typed in his office will be typed simultaneously in his branch office or offices. He may hold conferences by telephone at which the groups of people conferring are located in different parts of the country.

Solves Industrial Problems.

His telephone conversations are almost instant, and his written messages—telegrams, cables or radiograms—will usually be delivered and even replies received within a very short time; at the most it is a matter of hours. Obviously, this has made it possible to distribute the parts of an industry geographically so that they may be carried on most effectively without losing centralized management.

So far I have been speaking of one individual's getting in touch with another, but communication has also a general as well as an individual aspect.

An event of importance happening anywhere in the world is known immediately throughout the United States and published promptly in the newspapers. The vast net-work of press wires that distributes this information throughout the country is an essential part of our business, governmental and social life. We are even so eager for speed that in some cases we do not wait for newspapers but stand at a

tape which records electrical impulses sent over a wire and gives us market quotations.

Not so long ago men cried their wares in the streets reaching customers perhaps a block away. Now men cry their wares over the radio reaching customers across a continent. Millions of people listen in their homes to the news, to good music, to the speeches of political leaders and, incidentally, are reminded of products of national distribution. In a very short time this combination has become an essential part of the social and commercial life of the nation.

Radio and Television.

A few years ago a speaker's audience was limited by the range of his voice. Thanks to the microphone and loud speakers, a man now can talk to an audience of 100,000 or more people immediately before him, and his words, carried over wires to broadcasting stations and spread through the air, reach millions more. Where the American people once judged the candidates for public office largely by rumor, reputation and reported statement, they now are able to weigh the candidate's actual words and the very tones of his voice.

Moreover, it is scientifically possible that these millions more scattered over the country might see the speaker in action, for the development of television makes it possible not only to hear but to see at a distance.

I said purposely that this was scientifically possible. It is not yet commercially practical and often it takes a long period to change the scientifically possible into the commercially useful. In this case the road ahead may be long and hard.

Radio has been used for more than

Radio has been used for more than 20 years for intercommunication. The advent of radio broadcasting, however, would seem to have resulted in confusion in the public mind about the relation of radio and wires. The public's attention, instead of being directed toward the satisfactory and prompt transmission of communications, has been focused on the means by which such transmission is achieved.

Radio and Wires Not Competitive.

Those of us in the business of communication have always been engaged in trying to find and employ the best and most economical means and to extend its range. From its very nature, radio is not and cannot be a substitute for intercommunication by wire.

Radio, however, has been and will continue to be of great importance. It has widened the range of communications. It is useful in communicating long distances over large bodies of water, it is of inestimable worth in the broadcasting of news, music and entertainment, and it makes possible communication where wires cannot be used, such as with ships and aeroplanes.

It would be unfortunate if the idea should become crystallized that radio and wires, broadly speaking, are competitive. They are essentially complementary, and must be so considered if we are to have the best and cheapest intercommunication.

Progress in communications has been due in large part to organized research undertaken by the communications industry in this country.

Science and Communications.

From such organized effort have come such recent extensions of the usefulness of communication as rapid long distance telephony; the dial telephone for large cities—a development which a few years ago even the most astute engineers thought beyond the bounds of the attainable; multiplex telephony and telegraphy based on frequency separation—a development which has made one circuit do the work of many; the sending of pictures by wire and radio; high-speed loaded submarine telegraph cables; deep-sea telephone cables; practically all of the present day technique of radio, not to mention collateral developments such as the orthophonic victrola, the talking movie, devices for measuring deafness and ameliorating its effects, and television apparatus.

By refinements and new applications of the art, we shall extend the services of rapid communication to more and more people and make its services more and more useful to those who already have them. And this process happily is not haphazard. It is not dependent upon luck. Continued improvement is guaranteed by systematic research and development.

Already on the basis of present scientific knowledge, except for the prohibitive cost, every person in the worldwhether on land, sea or in the aircould be brought into instantaneous intercommunication. All the millions of the world's population are scientifically within sight and sound of each other. But even if universal, world-wide, instantaneous communication were commercially practical, there remain two obstacles.

Cannot Regulate the Sun.

One is the backward state of part of the world's population to whom rapid communication is of little value since they have little to communicate, and the other is the fact that while half the world is blessed with the light of day the other half is asleep.

Modern civilization may in time stir the backward races to wants and abilities that will make them need eletrical communication, but so far as I am aware, not even the research staffs have the temerity to tackle the problem of making the sun shine on both sides of the world at once.

This continued spread of rapid communications has already had a market effect upon mankind. The ultimate economic, social and political results of the progressive elimination of time and distance in communication will be of profound importance.

In the field of industry, it vastly adds to the possibilities of increased production with less labor, thus tending toward a constantly better standard of living for all.

In its social aspects it increases the extent of an individual's interests and contacts with others and adds to the richness and enjoyment of life. In molitical aspects it tends toward a better and clearer understanding that makes for permanent peace.

The communications industry, atthough not the only agency, is a mot important one in developing a world civilization tending to be independent of environment and tolerant of differences of race and culture. Already the

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products and inventions of the whole world and the thoughts and experiences of all civilized people are almost immediately brought within the knowledge of all.

Never before has the world of men been changing so rapidly as now. In considerable part because electrical communications have been developed in western civilization, that civilization is spreading throughout the world, for good or bad, more rapidly than any civilization in history has ever spread before. From the fact that the civilized world is becoming one large neighborhood should result the satisfaction that comes from cooperation rather than the misery that comes from conflict.

Communication Vitalizes Life.

Communication, however crude, has always been of service to mankind. From the earliest days the bearer of messages has had the spirit of the Message to Garcia. The pony express rider would risk his life to get through. That spirit is still in the profession of communications. And it should be now more than ever for this civilization of ours depends upon fast and certain communication as no other has before it.

No people could harness the powers of nature to serve them as we have unless they, at the same time, organized men to manage them. This modern organization of men, this industrial society of ours, could not exist without electrical communication.

The telegraph handles about 1,000,000 messages a day, and the telephones of the United States 75,000,000 a day. The precision of modern business requires these rapid services. The enlargement of men's capacities is dependent on the number of their fellows with whom they can have contact. Without electrical communication their number would not be large enough to make possible our present civilization.

make possible our present civilization. Electrical communication is more highly developed in the United States than in any other country. The communication industry takes pride in the service it renders the nation. But that pride does not prevent recognition of the conditions which have made its rapid—its revolutionary—growth possible.

Those conditions consist of a public competent and eager to use any facility that is offered, and a political system capable of evolving the purely American system of regulatory commissions which protect the public's interest but leave to the companies initiative and freedom of action to manage to the best of their abilities the services they render the public.

Another Form of Communication.

CHAIRMAN WILSON: Mr. Gifford has spoken and spoken ably as an industrial leader from an industry which makes its business the communication of the spoken word. He has addressed us with the authority of one directing the performance of a gigantic organization geared for public service.

The industry with which Mr. Gifford is associated is not the only industry built to make communication easier. Another important industry has been erected to facilitate communication by the printed word. It embodies in its

structure both a business and a calling.

Our next speaker can claim leadership under both headings. As a publisher he is the head of the Washington Evening Star. As one serving a calling he is president of the Associated Press, that magnificent organization which strives to make the doings of today known before today is over, and to make it know impartially and trustworthily. Indeed, it is as one serving a calling rather than an industrialist that our speaker should be classified. He has been a director of the Associated Press since 1894. It would be hard to find a higher commendation in introducing to you Mr. Frank B. Noyes. (Applause.)

Printing and Publishing By Frank B, Noyes, President The Associated Press.

Mr. Chairman, ladies and gentlemen: When, even though mindful of my shortcomings as a speaker, I consented to make a short address on this occasion, I had in mind that I would com-



FRANK B. NOYES (President Associated Press) Speaker at Conference of Industries.

pile statistics regarding the printing and publishing industry, and show you the stupendous extent to which this industry has grown.

After I had gotten the data together—mainly from the Census Bureau I may say—it occurred to me that perhaps this mass of figures might not interest you any more than it did me and, moreover, it was borne in upon me that after all I knew no more than you as to the printing and publishing business, broadly speaking, and that it was only in the field of newspaper publishing and the work of The Associated Press that I might assume that I had a larger knowledge, born of long experience, than you who hear me today.

Ethics of Publishing.

So, rather than pour over you a flood of figures showing the financial, physi-

cal, material growth of the printing and publishing industry, I will speak to you for a brief time on the moral, the ethical status of the newspapers and the press associations of which I claim some smattering of knowledge.

I do not assume to be the spokesman of all the newspapers nor of all the press associations, but I confidently believe that the general views I hold are those of the reputable newspapers and the other large news distributing agencies.

Now how may we diagnose the moral and ethical health of this business of newsgathering and news distribution by press associations and newspapers? There are voices raised in criticisms or right that they carry their own

There are voices raised in criticisms so violent that they carry their own answers, and one of these is that of a fiction writer who likened the army of honest, decent, hardworking newspaper men to the lowest prostitutes.

Unjust Criticism Made.

There are several others who have once worked in the field of daily journalism but who later, finding their talents unappreciated, have sought other activities, one of which is attacking the essential integrity of their former associates and co-workers; and also we find a much larger class of critics—the common or garden class.

I have no reply that I care to make to those who maliciously and falsely impute motives that do not exist, or those who profess not to believe anything they see in the newspapers, though in truth most of the little they know that has fact as a basis has been garnered from these same newspapers.

That there are many inaccuracies in the newspapers and in the reports of the press associations cannot be denied. These reports are made by men and women and carry with them the failings of men and women, but you may rest assured that the intention is to fairly and accurately depict the situation described.

I have found many times—as have you—that incidents of which I have had personal knowledge had not been accurately reported. Now consider this, that in the first place very often the reporter was not personally present to note what happened and must get his information from others, and, secondly, that notoriously the accounts of several eye witnesses of the same fact or set of circumstances will be absolutely contradictory.

Individual Opinion Varies.

One of the leading physicians of this country recently related to me an interesting story of this sort of thing.

He said that he was present at a din-

He said that he was present at a dinner of a small dining club, the members of which were each distinguished in his own individual profession, and the party consisted of lawyers, physicians, clergymen, authors, scholars and business men of large experience. Just before they sat down to dinner two of the most staid and eminent of the party, who had been earnestly talking together for some minutes, broke into a violent controversy which almost immediately became a brawl with all the others trying to separate them. The climax of this astounding performance came when one of the antagonists suddenly clapped his hands together and stated that the scene had been prearranged to settle an argument on the

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credibility of witnesses and asked that each person present should write an account of the fracas as he saw it.

My friend said that the various accounts of these men, of able, trained minds, were so discordant, so divergent as to be ludicrous.

Again, recently an exceptionally good lawyer, with whom I am intimately acquainted and on whose powers of accurate observation I had every confidence, asserted that the automobile that he was driving had been struck on the right side by another car and was reluctant to admit his error even when he saw the left side of his car looking like a battering ram had struck it

I submit that in these incidents we can find some excuses for inaccuracies in the printed account.

Press Betrays No Trust.

Another form of attack that has been more or less popular with critics with undeveloped intellectual honesty is to make a charge so vehemently, so didactically that one is apt off-hand to conclude that, if true, sinister conclusions must be drawn.

An example of this can be given in the excited attacks on The Associated Press when it sent a story from Washington stating that our State Department was much disturbed over what it regarded as an attempt to establish a Bolshevik hegemony over Central America and that the Department's attitude toward that section of the world was governed by that frame of mind in the Department of State.

The charge was made that in distributing this story The Associated Press became the servile tool of the State Department, but when all is said and done the fact remains that the attitude of our Government was accurately given in the story, and in my judgment (although I had no knowledge of it until after it had been printed) it was news of high importance to which readers of the newspapers which compose The Associated Press were entitled and the withholding of which, not the printing, would have been a gross betrayal of trust.

As to whether the apprehensions of the Department of State had a substantial foundation, as to whether the Bolsheviks were or are right or wrong, was and is no concern of The Associated Press—the prime fact was that we had definite, reliable information that our Government was dealing with our relations with Mexico and Nicaragua on this basis.

Partisanship Prevalent.

Perhaps the largest class of critics are those who find partisanship in the news reports of both press associations and newspapers. I think these critics are in the main of entire good faith, but unfortunately the real trouble is that they are so partisan themselves that what they want is partisanship on their side.

I have been in this business for many years and if the time ever comes when The Associated Press is not charged by all parties and most candidates with adverse partisanship, I will be very seriously perturbed

seriously perturbed.

As it is, I am serenely conscious of the fact that we are doing our level best, day in and day out, to keep in the middle of the road, having no partiality

for any party, any church, any economic theory or any cause or man whatever and, on the other hand, no hostility to any of them. I know that this is true of The Associated Press and I believe it is also now true of the other large press associations.

At this particular time, when partisanship is running so high, higher than for many years, and every spokesman for either of the two major parties is so sure of everything, I am reminded of a story that Melville Stone once told me.

He had been taking a long drive with a New England farmer with a theological turn of mind. Stone, the son of a clergyman himself, had also pronounced views on religious questions so they discussed predestination, salvation by faith and other problems involving our future life very thoroughly, ending up with this pronouncement by Stone's farmer friend: "Well, Mr. Stone, sarten as I be of my soul's eternal salvation, I'd gin \$2 to be sartener."

Newspaper Men Maligned.

The last form of criticism or attack that has come to my attention was when I went to the theater a few nights ago and saw one of the so-called newspaper plays of which a newspaper man is alleged to be a co-author, I think.

Of this I can only say that I have been a working newspaper man for nearly fifty years and have served in almost every capacity in newspaper work in Washington and Chicago. In that time I have known thousands of newspaper men. If this play gave a picture of real newspaper men anywhere in that time I have, mercifully for me, never come into contact with them. To me the nicture is so false as to be funny but even as a burlesque I hate to see a lot of decent men so grossly maligned to audiences that may not know that criminal court reporters are not illiterate, obscene, heartless blackmailers but, on the contrary, are usually entirely trustworthy individuals who are doing their best.

Broadly I would say to our fair critics that, of course, we make mistakes but that we are eager to correct them. To the other kind, I go back to Job who, you will remember, after being copiously and critically advised by Eliphaz, Zophar and Bildad the Shuhite, remarked to them, "No doubt ye are the people and wisdom shall die with you."

Journalism Has Advanced.

I have spoken of some of the ailments with which the body politic of journalism is alleged to suffer and doubtless each of you could supply additional helpful criticism.

On the whole, I think that every one familiar with journalism in America in the last half century will agree that in accuracy of statement, in breadth of information, in ethical standards there has bene a steady progress upward year by year and day by day and that, as a whole, our newspapers are worthy of the confidence of their readers.

There is one other phase concerning our work that I have very much at heart.

Most of the attacks on the integrity of newspapers or press associations resolve themselves essentially into attacks on individual workers—not own-

ers or managers, for every man engaged in this work that no executive would or could personaly distort news accounts and survive. If this distortion is to be done it is done by subordinates, and I bitterly resent the imputation that the subordinates in the concerns with which I am connected would be parties to anything of this kind.

An Honorable Profession.

There have been venal newspaper men as there have been venal doctors, lawyers, business men and even venal politicians, but God be thanked! the newspaper crooks are few and far between. I was almost literally born in this business When I was learning my alphabet I was also learning from my father that the profession of journalism, or if you please, the newspaper business, was a high and honorable calling, one to which I might well devote my life. This I believed then and with every passing year I have believed it still more firmly.

Think, for a moment, what is necessary to bring you the news each day. An army of newspaper workers have eagerly and avidly gleaned the news field of each city for the day's happenings that you may know what has occurred of interest in your own city, your own state and in your own nation, patiently covering police station, court house, city hall, state house and Congress that you may be accurately informed.

Press Heroes Are Unsung.

Another host of devoted reporters are posted in the lookout points throughout the world to lay before you a fair picture of the world's doing.

To these men and women come often high romance and the call for heroism. Bravely do they meet it, and the annals of journalism are full of tales of suffering, of hardship, of woundings, and of death—all as much met in the fulfillment of high duty as are the kindred obligations of the soldier in the trench.

Fire or flood, tornado or earthquake, battle or plague, riot or shipwreck occurring wherever may be on this round world's surface, find always news gatherers—the salt of the earth—serving nobly, suffering proudly, dying bravely that you and I may have our daily tidings of what is happening in this cynical old world of ours.

It is a part of the day's work with

First Industrialist Then Banker.

CHAIRMAN WILSON: Our next speaker, ladies and gentlemen, was an industrialist before he became a banker. Therefore, we can give him a double welcome to this conference.

Mr. Mitchell began his career with the Western Electric Company, of which he became assistant manager in 1904. I may add for my own pleasure that this occurred in Chicago.

Of course, judging from the newpaper reports, Mr. Noyes, and from what we see on the stage, our Eastern friends may regard Chicago more as a finishing place (laughter) than a place of beginning.

place of beginning.

Acquainted with industry, formally trained and heading a great financial institution, Mr. Mitchell seems highly appropriate as the speaker to when

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this conference has entrusted the subject of "Finance." It is a pleasure to introduce him to you now. Mr. Charles Edwin Mitchell, president of the National City Bank, New York. (Applause.)

Finance

By Charles Edwin Mitchell, President National City Bank, New York.

Mr. Chairman, ladies and gentlemen: When Dr. Butler and the committee having to do with this conference asked me last spring, just as I was about to board a ship for Europe, if I would speak to the gathering at this time, I tried to save you from an address by saying that it would be impossible for me to make one. For with months of my time spent in Europe and knowing what I would be up against when I got back with the accumulated work at my desk, I said that an extemporary speech and expression of ideas drafted at the moment would be all that I could give.

I sincerely felt that a group of this character was entitled to a studied and academic address. But that excuse did not avail. Had I known how true, however, my excuse would be, I think I might have put it over.

But, as a matter of fact, I come to you with not an address, not the idea of tracing the history of finance, which would be quite appropriate in this gathering, but rather with the idea of having a frank talk with you about the conditions existing at the moment.

Finance, of course, is but the handmaiden of commerce and industry. Commerce and industry are always changing, and those of us who are enaged in the world of business activity are most interested perhaps in that which is going on about us at the moment, and we are as well interested in trying to look a little way into the future to see what may be our lot.

A Record Business Year.

One canont discuss finance without discussing the existing conditions that prevail around us. You know as well as I that this year, in spite of the fact that it is an election year—a year that is supposed to be by tradition a year of bad business—is probably a record year in business.

Our crops, which form perhaps the basis of prosperity at a given time, have been most remarkable. We have a wheat crop of probably 900,000,000 bushels; corn, 2,900,000,000 bushels, and an entire grain crop exceeding last year by something like 270,000,000 bushels.

bushels.

The livestock business is certainly the best since the war and markedly ahead of a year ago. Railway traffic, practically at its peak for all time, was off slightly in the last report but by and large at its peak. It is interesting to see, as one contemplates the vast potentialities of this country in its development, that since 1890 there never have been two consecutive years when railroad traffic was less one year than the other. We have had one year where it has been scarcely as good as the year before, but never two years each following the other worse than that before.

This year, though we started out with railroad traffic during the first six months well below last year, the prediction was made, and is proving itself to be true, that this country's fundamentals and its enforced prosperity will bring us back so that we can't long suffer from any condition of depression. This year will bring the railway traffic well ahead of last year.

No Cause for Anxiety.

In building, though it was held back somewhat by high money during the summer has again come forward. September was the largest record of building activity in the history of the United States, and by and large the year will be an enormous year for building.

Profits the first half of the year were about three per cent, on those companies that we look on as forming a cross-section of industry, better than the first six months of last year, and last year the last six months was a bad



CHARLES E. MITCHELL
(President National City Bank, New York
City)

Speaker at Conference of Industries.

six months, while in this year the last six months are the best six months.

So, by and large, we can look forward to very substantial increases in profits of industrial companies during the year of 1928.

You all know that the steel trade is having a record year. The report just out shows about 86 per cent capacity. The one before that, which was 90, was top.

You know what the automobile production has been. I understand a speaker talked on automobile business this morning, and doubtless you have the facts before you. But, when we see the production as it has been going, we know full well that this is a record year.

Automobile Profits Stable.

When we see as many as 458,000 cars produced in a single month, which was

the record for August, and dropping slightly for the month of September to some 415,000 cars, but again a record month in September, we know that we have a business that is in full profit.

Of course, if this business was going on on a credit basis, it might give us some degree of concern. But since I have returned, I have examined the figures of the finance companies and find that in spite of this enormous production, with the automobiles actually moving into consumers' hands as we know they are, the financing necessitated for the purchase and carriage of these cars is less than it was a year ago with a substantially smaller volume.

A few weeks ago I had occasion to discuss this subject of automobile production in Great Britain and was interested to see what the production of Great Britain on automobiles was. Remember they are the second largest producer in the world. Yet, in comparison with ours say, 485,000 cars for the month of August—the second largest producer produced in the year of 1927—I speak of Great Britain—a total of 232,000 cars.

Farm Situation Not Gloomy.

The farm implement business is having a record year. That might not seem so important to us but for the fact that it reflects the farmer's condition.

Of course, nowhere in the world, so far as I know, is there a satisfied farmer. His condition is always a miserable one. If he has a fine crop his prices are low, and if the prices are high, he has a very small crop. But, when we find the farmer buying, as he is today of farm implements, we must conclude that his condition on the whole is satisfactory. And it is a record year for that industry.

Is satisfactory. And it is a record year for that industry.

Then we have those so-called lagging industries. Lagging in the past year. I speak of such industries as the copper industry which in recent months has re-found itself. That is the statistical information of the moment, and looking into the future their future is

we see the oil business lagging throughout last year and now stabilizing itself. We see the textile business somewhat improved, not very much perhaps, in many parts of the country, but still in a better condition than it was a year ago. We find the coal companies, to be sure, still struggling with almost a hopeless situation, but (following the car loadings) certainly producing in quantity and more than a year ago.

Balance of Trade Favorable.

Now what do we, in our export, do? This year for the first nine months we see our exports showing about \$3,563,000,000, an increase of \$525,000,000 over the same period of last year; and turning to imports we see imports of \$3,075,000,000, a decrease of \$82,000,000 from last year. That means that our trade balance is improving during the first nine months of this year by approximately \$137,000,000.

Of course, when we turn to gold in

Of course, when we turn to gold in its exports and imports, we see a somewhat different situation. We see this year exports of \$535,000,000 and imports of \$100,000,000, giving us a loss

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for the year of \$435,000,000 to date, while last year during the same period of nine months we had exports of but \$58,000,000 and imports of \$193,000,000, which gave a gain during that period of \$135,000,000.

I speak of this gold situation in discussing more directly the question of finance and the conditions of the moment.

Now may I discuss with you the recent history of money?

You know that following the war we had a period of influx of gold. Gold was coming in in quantity, and that forms the base for a larger credit expansion—it is like the foundation of the house. Foreign economists and bankers predicted that this flow of gold would find its expression in an inflation (with us) of commodity prices, and that that inflation in commodity prices, and incidentally, in wages, would force us out of the export trade of the world.

Investments Protect Trade.

What stopped it? They were right in theory but something stopped it. That which stopped it was an in-

That which stopped it was an increase in the interest of people everywhere in investments, and especially in stock speculation, if we may call it that. We found that prices of speculative securities increased a flow of credit and savings went into stock speculation. We found that enough went through so that we had no flow into commodity prices and wages, no inflation that became dangerous.

We were fortunate indeed in finding a use through the stock market, through the investment of the people of the United States, for the credit that was established on the larger gold basis, that flow going where it hurt no

Stock speculation kept apace with the influx of gold and in the spring of 1927, a year ago this spring, the Federal Reserve Bank determined that for the stabilization of international currencies, and in part to aid our own situation, the re-discount rate should be lowered, our market should be put out of special competition directly with London and some of the foreign markets for all of the international business.

The result of that was a reversal of the gold flow to the United States. For many months thereafter we had gold moving away from our shores and little or none coming to us.

This policy of the Federal Reserve Board is one of mooted questions, and they have been opened to severe criticism from several quarters with respect to it. I do not pass upon the wisdom of their action, but the effect of it we must recognize as causing a reversal of the gold flow.

Gold Control Aids Industry.

That reversal came just about at a time when we had increasing demands for credit. Our industries were picking up. The latter part of the year we began to feel a quickening in the pulse of trade and industry, and with the winter and early spring of this year we had excessive demands coming from agriculture because of the very large crop that had been planted and the large crop that was being taken in.

With this increased demand from industry and from agriculture we had an increasing demand from the specula-

tive market quarter, always demanding excessive and increased amounts of credit to take care of the higher price levels prevailing and the greater activity in the markets. We had a competition for available credit which showed itself in the interest rate.

A restraint of credit inflation of any character will always show itself in a higher interest rate, and the rate that has prevailed during the past few months—and it has been the subject of constant attention by the public—has been a perfectly natural development and a continuing one that anyone who studied the situation realized was inevitable.

Of course, the Federal Reserve System is not designed for expansion in what we know as non-eligible loans. The Federal Reserve System is so designed as to take care of legitimate demands of trade and commerce, any increase in the demands therefrom showing themselves in loans made by the banks, which loans become discountable at the Federal Reserve Bank forthwith for the issuance of additional credit.

The loans that are made on stocks and bonds are not loans of that character, and the danger has been that the banking fraternity would sacrifice their liquidity by taking their eligible paper to the Federal Reserve Bank for rediscount and lend it, that is the avails, in the stock market. That is making loans on stocks and bonds. The evidence of those loans in themselves is not being eligible at the reserve bank.

Banks Give Credit Warning.

These were the banking fears regarding the stock exchange competition for credit, and you know that the bankers of the country throughout the spring and summer have been inclined to warn against the credit expansion that was being called for by higher price levels prevailing on the stock exchange and by increasing activity.

Of course, it is a mistake to think that our credit system can be indefinitely expanded by reason of the fact that our gold supply is inexhaustible, the largest in the world, and one upon which any kind of a credit structure of size can be built.

We see, as support for statements of that sort, the usual reference to the ratio of reserve. Now many of you know—you probably all know—that the figures given as our reserve ratio at the present time are 67 per cent. However, I doubt if there are many people in this audience who know of what that is 67 per cent.

That 67 per cent of the circulation that is the liabilities of the Federal Reserve Bank itself has nothing to do with the system. It has to do with the currency requirements of the country.

As a banker I am not interested in maintaining a reserve against cash that may be out. I know that you aren't going to come with the cash that is in your pockets and demand gold for it. I am interested in maintaining a reserve against liabilities.

Our Bank Liabilities Large.

Let us see what the situation is if we apply our gold supply to the banking liabilities of the country and to the currency outstanding in this country. There we come to a figure of 6.56, in other words, a little over 6½ per cent,

which then looks like a pretty small re-

When we compare it with the only figures that we can compare it with accurately, namely, the figures of Great Britain, we get these results: Wherea against our common understanding of reserve percentage—ours being 67 per cent—we turn to England and we find there a reserve ratio of 48 per cent, yet when we apply it to banking liabilities and currency liability, which is the true measure, we find that in Great Britain we have a gold supply equal to, that is, proportionate to their liabilities at the rate of 7.78 per cent, while we stand with a ratio of 6.56 per cent.

In other words, our gold supply proportionate to liability is substantially below that of Great Britain.

Again, if we were to figure it as potential liability of the individual loans outstanding which we commonly call loans for the account of others, those being loans which do not enter into the banking statement directly, we find that that ratio is 6.56, and it is reduced to 6.2 as against the British 7.78.

The answer is that, roughly speaking, in the United States we have about five-eights of all the banking liability of the world. Again, speaking roughly, we have about 40 per cent of the gold of the world.

Discusses Stock Exchange.

I give these figures simply to emphasize that our gold supply is a limited supply and a structure has already been built through, which, in comparison with the structure of other countries, is comparatively large.

I realize that it is dangerous—certainly it is bold—to make any discussion regarding stock exchange prices. But, since it is in large measure a banker's business, I propose to do so before this audience. The factors of stock exchange prices are two, and two only: Savings and credit.

Certainly, if the credit structure had not increased over a year ago and the price level had increased as it has, we could have no complaint whatsoever regarding stock price levels, no matter how high they were.

In other words, if the competition representing entirely supply and demand carries the price to any particular level and the question of credit is not involved, certainly there is no danger in the situation that can possibly mean destruction of fundamental values and certainly there is nothing that is of material interest to the banker.

Price Level Is Higher.

The minute that prices are made up in larger measure of credit, or in large measure of credit even, then we must have reference to the credit structure to see whether the price level is sound.

Now let's look at what has happened to prices.

For many decades, I think, you and I had a yardstick by which we measured proper values of stock, that was ten times the approximate earning power of the company. If we go back scarcely eighteen months on some 170 stocks in our institution we regard as a cross-section of the market, we will find that the price level was 9.5 times earnings.

Yet in that same list of 170 stocks,

we find today that the price level represents 17 times earnings. That seems a pretty rapid advance in prices doesn't It seems to be an advance so rapid as to give us some concern.

We can turn to the indices that are put out by the various statistical bureaus. I happened to be looking at one of them this morning, and I find that, in that particular list of some 355 has which they consider represent stocks which they consider representa-tive, in January their index figure was 105.6, and in October 19 it was 169.5. That indicates a pretty rapid advance in prices, and one that should make us thoughtful, one which we ought to look at carefully and frankly and be ready to discuss freely.

Now what does the New York Stock Exchange show in its figure? They show that on brokers' loans, that is, loans made by Stock Exchange members for the account of their customers, running to a total as of October 1st of \$5,514,000,000, the rate of loans to listed values was 9.29 per cent.

Loan Volume Is Stable.

That means little to us unless we compare it with other figures. That is the highest ratio since the spring of 1926 with one exception, the exception being June of this year, when the ratio was 9.46. As a further comparison October a year ago showed us 8.22; January showed us 8.91, and September 1, the month before this, showed us 8.8. 1, the month before this, showed us 8.8. Now, at the peak, that was 10.23. That was in the early spring of 1926, and you remember the slide in values immediately following that high figure. Since then, the only top to the present figure was June of this year, and you nember that we had some slight setback in June.

I don't contend that these figures mean very much, but they are simply pointers that we should always bear in mind. I don't see how we can set a figure that means a danger point except as we look into history and find out where the danger points have been. We certainly know that one occurred in the spring of 1926 when the figure ratio of loans to listed values was less than one per cent more than it is today. Let's see what has happened, how-

ever, in the Stock Exchange borrow-As of October 17, as reported by the banks-and this figure totaling \$4, 664,000 is perhaps roughly a hundred million less than the figure reported by the Exchange itself, because the bank figures don't include the loans made directly by Stock Exchange members to their customers for October—out of \$4,-664,000,000 they showed \$890,000,000 borrowed from New York banks, and \$1,783,000,000 borrowed from correspondent banks; that is, banks outside New York City but loans made by out-of-town banks through New York banks, and loans made for the so-called account of others, that is for the account of individuals and cornorations. \$2.041. of individuals and corporations, \$2,041,-

Stock Exchange Borrows More.

The loans made by the banks directly in that account are \$206,000,000 below where they were a year ago, and \$2,073,000 below where they were six months ago. The loans made by correspondent banks are \$383,000,000 more than they were a year ago, and \$70,-000,000 more than they were six months ago. The loans made for the account

of others are \$1,053,000,000 more than they were a year ago, and \$779,000,000 more than they were six months ago.

In other words, the total borrowed as reported by the banks for the pur-poses of Stock Exchange houses is \$1,-230,000,000 more than a year ago, and if we include the probable increase that is represented in loans made directly by the Stock Exchange houses for their clients, in this increase over a year ago, I would suppose that we would have to add about \$500,000,000 to that figure, giving us a total increase in Stock Exchange borrowings for the year of \$1,-732,000,000.

That represents the amount of credit, additional credit, that is in the increase in the price level. The balance of it means savings during the period.

People Saving Their Money.

Let us see how the savings have increased or the accumulations have increased justifying that figure. The listed values as reported by the Exchange themselves in this twelve months have increased by \$12,000,000,-000. In other words, they have increased from \$47,000,000,000 to \$59,000,000,000, the value of listed charges on the New York Stock Exchange.

In other words, there has been an increase in the price level, because there have been some new securities; but by and large this represents the increase in the price level, an increase of \$12,000,000,000, of which \$1,732,000, of very seem to be very large.

The ratio between savings and proper credit inflation, or increase, is not alarming. Let us look at the ques-tion to see if the credit structure itself is inflated at the moment.

This is a hard question to answer, but I think perhaps the easiest and quickest way to get at it is to see what the earning assets of the Federal Reserve Bank are today as against a year ago. Those earning assets, you will bear in mind, are made up of members bank borrowings, that is, rediscounts, open market bills and government securities

Viewed from that standpoint, that is, the increase in earning assets of the Federal Reserve Bank, the credit structure within the bank has been inflated by \$350,000,000. But we have lost \$449,-000,000 of gold during that period (of course, that gold being merely replaced by an increase in the earning assets of the Federal Reserve Bank), and we have decreased for one reason or an-other, which is a problem even to the wisest in the Federal Reserve Bank it-

Coin Circulation Depressed.

We have decreased circulation by \$101,000,000. The only theory that will hold water being that with foreign securities deflated and their values undetermined, a great deal of American money, coins, bills and so forth, has been held abroad in vaults.

In any event, within this period we have had a reduction of \$101,000,000 in the circulation; so we must subtract the decrease in the circulation from the total of the loss of gold, and we reach a figure of \$348,000,000, as being the equivalent of gold loss during the year.

Mind you, the earning assets of the

Federal Reserve Bank during this period have increased but \$350,000,000. So by and large, we stand today with the credit structure of the Federal Reserve Bank exactly where it was a year ago, considering the gold.

The increase that has occurred there has been only enough to make up for the gold loss. To me, it is conclusive proof that in the main credit structure of this country as represented by the Federal Reserve Bank, there has been no inflation.

Now, let us look at the Federal Reserve statement itself with respect to the last eight or ten weeks to see what has recently been happening, because in a study of stock prices, we are in-terested in the matters of the moment.

Reserve Credit Not Inflated.

Going back to August 1, we find that their earning assets ran to a total of \$1,462,000,000, while today they stand at \$1,546,000,000, an increase in this period of \$84,000,000, which is nothing more or less than the ordinary season-

more or less than the ordinary season-able increase in currency requirements. So, since the first of August, I think it is safe to say that there has been no inflation occurring whatsoever in the credit structure as viewed from the standpoint of the Federal Reserve

Throughout this period some inter-esting things have happened. The banks themselves have generally held rates down on eligible paper to the end that agriculture and commerce could have the money needed for their purposes at what might be regarded as reason-able rates and at rates certainly that would not hurt them.

You know that on prime commercial paper and agricultural paper during these months, when all have been talk-ing about credit expansion and the dangers in the situation, and when interest rates on current call loans have been running from 7 to 9 and 10 per cent, the rates on the commercial paper of the character I refer to has been from 5 to 5½ per cent.

Banks Serve Commerce Well.

The banks, then, by and large, have not been making money out of this high money that has prevailed. They have been doing their part to see that the banking structure should care for commerce and industry at a fair and proper rate and, by and large, I think that the banks of this country deserve much credit from the people for the stalwart work that has been done in that regard.

work that has been done in that regard. The New York banks have been maintaining a position of exceeding strength by not rediscounting at the Federal Reserve Bank to any extent, to carry on in order that they might make money by so doing. The larger banks, I think, have been in the Federal Reserve Bank very, very little.

The Federal Reserve Bank has been doing its part. It has reduced the bill rate by supporting it violently. It has

doing its part. It has reduced the bill rate by supporting it violently. It has kept, in spite of the high money pre-vailing on call, the bill rate so low that New York has been able to maintain its position against London and the rest of the world; and in the month of September the total of acceptances in New York market running to a record figure of \$1,400,000,000 for one month, testified to the excellent work they have done in that regard.

The brokers themselves have been

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maintaining a policy that is most conservative. They have insisted throughout the year on heavy margins from customers, and it is my observations that the brokerage houses today are in an extraordinarily strong position, that their margins are kept up and increased as accounts become at all speculative, as particular stocks become speculative and jumpy.

I have failed to find the weakness to date in stock exchange houses that is usually rumored, at least, when we have such a situation as has been existing during recent weeks.

A Psychological Misgiving.

Wherein then does the danger lie, since we are always being told that there is danger in the present situation?

I should say that the danger is largely psychological to begin with. When we see prices as high as they are now, when we see prices as high as they were two years ago with respect to the loans that were being made, we can become nervous.

made, we can become nervous.

We know that at some level or another, there is always a readjustment of prices because prices merely topple from their own weight. As a tree never grows to Heaven, so prices never go out of sight. And, moving too rapidly, they will always find the necessity for a readjustment.

Again, of course, if we had some difficulty in large stock exchange firms (I see nothing of the sort at the moment to justify even a consideration of the matter) we might have prices start to drop and we might have confidence taken away.

If either of those things do occur, we have one element in our situation that really is a dangerous element, and that is the so-called loans for the account of others.

Now the attention of bankers has been persistently called to this item, and it has been said again and again that they railed against it because it means that they are unable to make money as the deposits are withdrawn and put into account for direct lending. It is an accusation that is most foreign.

Bankers See Danger.

The bankers have railed against this item because it is an item of danger—the only character of credit that I know anywhere in the world against which there is not in some form or another a reserve carried.

When banks loan, they loan from deposits, and we are obliged to carry here in the City of New York a reserve with the Federal Reserve Bank equal to 13 per cent. Now when those deposits are withdrawn and loans directly made, that reserve is withdrawn and a form of credit is outstanding that has no reserve against it.

That credit amounts, at the moment, to approximately \$2,890,000,000. It is, I judge, a credit. A group of lenders who will be anxious to get under cover the minute trouble is in sight will ask that their loans be called. Upon calling the loans, the money obtained therefor will be placed with banks in the form of deposit.

Now, the first thing that must hap-

pen is that, let us say, on the average ten per cent of all loans so called must be reserved against by a deposit in the Federal Reserve Bank. Remember, if it were all called, which is an absurd conjecture, there would have to be approximately \$300,000,000 of reserve deposit made by banks for it within the Federal Reserve Bank.

But that is not the great danger. At times when confidence is lacking, there are many banks who become unwilling lenders, and if these deposits made as a result of the call of these loans come into the hands of banks who themselves are unwilling lenders, someone must furnish the added amount of money to make up for that deficiency or it must come out of the stock price level.

Correspondent Bank Loans.

We have another item here, and that is the loans for correspondent banks, loans for country banks.

That runs to a figure of \$1,733,000,000, and while I don't know that anybody can say how much of that money would go out of the market in case confidence were taken away, some of us who went through the experience of 1907 will know that there will be a very large amount of it taken away, and there will be unwilling lenders again in the field; and lending that must be made up again in one form or another or reflect itself directly in the price level of securities.

Of course, we will have the New York banks especially to fall back upon, who will be willing lenders and who are always ready to enter a situation in any trouble. I know that the eligibles in the vaults of New York banks today are larger than I have seen them before and constitute a great bulwark against any trouble that might occur.

I know that the Federal Reserve Bank would gladly, in times of difficulty, forthwith increase their portfolios and through Federal Reserve funds would help the Street.

Unfortunately, it takes some time for Federal Reserve funds, so thrown into service, sometime to constitute more than the definite amount, the equal amount of credit, because they have to work into deposits and deposits have to work into loans before they run to their usual figure of say, seven or eight times (in deposits and loans), the amount of the reserve fund so put out.

No Present Need for Fear.

Of course, speaking of the loans for the account of others, we must recognize that nevertheless there is some strength in that account. Nobody can analyze by character the people who are the lenders and who constitute that enormous sum. But certainly a vast amount of that figure of over \$2,700,000,000 represents savings that are only awaiting the opportunity for investment at a proper price level.

vestment at a proper price level.

I have no doubt but that as against any abnormal, substantial, fearful drop that might occur we will have a cushion in that account to fall on that will be a saving grace.

will be a saving grace.

I do not think that we have need at the moment to be fearful of the situation. I cannot see what is going

to disturb it. I believe that we are more likely to move out of the trouble some times that are seen by many in the moment into comparatively clear waters; because this country, in its present state of prosperity, is piling up savings so fast, and those saving are flowing so rapidly into the security account, that the loan account should come down even if the price level advances to some extent.

I merely point these dangers out because in many ways they have been spoken of and have not been understood. I think it is well that we should all understand what they are and to what extent they may be dangerous.

what extent they may be dangerous. I find the world is looking to our market today as the important market upon which their own affairs are going to find reflection. I speak of the European markets. They view the remarkable advance that has occurred here with some alarm, and yet speculation rules the world. I know of no market today throughout Europe where speculation proportionately is almost as it here. But the inter-relationship between these markets, and especially the leaning that they have upon our New York market, is something that we have never seen in all history.

As all are leaning upon America, and as all are looking to the various things we are doing, not only in finance but in industry and trade, I think the question may well be raised, "Are we equal to the task?"—"Are we equal to the responsibility of our position, of the American position?" That position was never as great as it is today with respect to the world.

I think it is well that conferences of American business men, such as this, should occur. I think it is well that we gain each others' thoughts to the end that seeing the picture in its full breadth, we may find the way to make ourselves broader in our understanding, ourselves more able in our ability to execute, ourselves more able as leaders in the world market. (Applause)

CHAIRMAN WILSON: I am sure, ladies and gentlemen, that I express your feeling when I offer to these gentlemen—Mr. Mitchell, Mr. Noyes and Mr. Gifford and likewise Mr. Kettering, Mr. Taylor and Mr. Swift, the speakers of this morning—your most sincere appreciation for the splendid and interesting and intelligent talks that they have given us. (Applause.)

The occasion has been extremely unique. I think none of us had the pleasure before of listening to six recognized authorities in their lines of industry such as we have listened to today in one day. We are indeed grate-

ful to all of them.

May I also express your appreciation for the cooperation on the part of the Merchants Association of New York City and the Chamber of Commerce of the State of New York, and those splendid committeemen from different industries who have worked with us and have cooperated with us and the committees in connection with the dinner to be held tonight. (Applause.)

The Conference adjourned at 3:40 o'clock.

The complete printed record of this Conference of Major Industries is available only in this Convention Number of The National Provisioner. A very limited number of single copies are available at \$1 each.

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Dinner to Pioneers of American Industries

An event unique and unparalleled in the history of American industry.

One that in all likelihood will never happen again—at least, just like this one.

And an event which those who participated in it will remember all their lives, and be grateful for having had the privilege of attending.

This was the Dinner to Pioneers of American Industries, given at the Hotel Astor, New York City, on Wednesday evening, October 24, 1928, under the joint auspices of Columbia University, the Institute of American Meat Packers, the Merchants Association of New York City and the Chamber of Commerce of the State of New York.

Meat packers and their guests, seated in the great banquet hall together with members and guests of cooperating organizations, saw seven of the greatest industrial pioneers in the history of America—in fact, as Lord Melchett said, in the world—seated together at the table of honor.

Seven Great Industrial Figures

These men were Thomas A. Edison, Henry Ford, Charles M. Schwab, Orville Wright, Julius Rosenwald, George Eastman and Harvey Firestone.

Their names are household words the world over, and as was said on that occasion, such a group probably never will be seen together again at such a function.

At a longer table behind and above them sat 50 leaders of American industry and business—whose

names also tell their own story—and in their midst one of the greatest industrial leaders of Europe, Lord Melchett, and one of the world's greatest merchants, Sir Thomas Lipton.

As an invocation one of the world's best-known actors—Otis Skinner—read Rudyard Kipling's poem, "The Explorer," a tribute most appropriate.

Later in the evening the possessor of one of the world's greatest and sweetest voices—Madame Elisabeth Rethberg of the Metropolitan Opera—sang airs from "Tannhauser," "Butterfly" and an English springtime song.

Then came an address by a great British industrial leader on "The General Industrial Situation in Europe," and an eloquent exposition on "Industry as a Public Service" by the head of the largest university in the world.

A Scene Never to be Forgotten

This led appropriately to the introduction of the seven guests of honor—a ceremony and a scene unparallelled, as has been said—and a response by the greatest of them all at that sort of thing, the one and only Charles M. Schwab.

It is best pictured in the words themselves, a verbatim record of all that was said and done.

This is presented in these pages of THE NA-TIONAL PROVISIONER, for the benefit of those who heard and participated, and for those who were not so fortunate—and as a permanent record of an imperishable memory.

The guests assembled in the banquet hall of the Hotel Astor at 7 p.m.

CHAIRMAN MAYER: Ladies and gentlemen, this dinner is tendered by all who are here to the Pioneers of American Industry, to a group of men to whom all too little tribute has been paid. And yet what symbol of recognition and appreciation could even dimly express to these genuinely great figures the esteem and honor they so richly deserve? (Applause)

Tribute to the Guests of Honor.

Their genius has suffused a gentle light into every nook and cranny of our nation and even over the world at large, dispelling drudgery with magic force, bringing comfort, happiness, employment and inspiration into millions of homes.

They are the true princes of peace, key men of our present civilization, ennoblers of the modern age, and in their tireless energy can be read a quiet love for their fellow men, whose lives they have so richly benefited.

It is in the name of these millions, as well as ourselves, that we do them honor.

The sponsoring organizations here tonight are represented by their appropriate heads—Columbia University by its President, the Institute of American Meat Packers by the Chairman of its Board and the Chairman of its Plan Commission, under whose direct supervision this dinner has been sponsored, and by its newly-elected President as well.

The Chamber of Commerce of the

State of New York is represented by the Chairman of its Executive Committee, and lastly, the Merchants Association of this city by its President.

The gentleman last named was for several years President of the International Chamber of Commerce, and it is on this account peculiarly fitting to introduce the first speaker of the evening. I have the honor, ladies and gentlemen, of presenting to you Mr. Willis Booth. (Applause)

Introducing Lord Melchett.

WILLIS BOOTH: Mr. Toastmaster, honored guests, ladies and gentlemen: In this dinner given tonight in honor of the Pioneers of American Industry it is very fortunate indeed for us that we can also have with us one of the great industrialists from across the sea. And it is doubly fortunate for us not only that we may be favored by his presence, but that we may be privileged to hear from him of the great experiences which he has had as a pioneer in industrial England.

A pioneer he has been in every sense of the word, not only as it has reflected itself in the advancement of his industry, but peculiarly as it has been evidenced in the broad-minded attitude which he has developed in all industrial relationships.

The Imperial Chemical Industries, Limited, is a byword by which we may measure the best that there is in British industry. A pioneer as his father was before him, not only in one industry but in many, he has advanced their interests throughout the entire

British Empire and in fact throughout the world.

Friend to Industry and Labor.

Not only, however, has he been prominent in advancing those industrial interests for the proper remuneration which may come from them, but he has been even more important in the contributions which he has made to the reorganized state of industrial activity in his own country, by which that country may be assured a continuing life of increased industrial value.

He will tell you, and I perhaps am privileged to say it for him, that in his own activities and in those of his father, covering a period of over half a century, he has never had any industrial trouble in any plant of his. (Applause)

And it is probably on that account, measured with other qualifications, that he was chosen to represent the employers of England in a conference with labor of England, following the very lamentable general strike, that conference having in mind the great objective of making more harmonious the relations of the various factors which make up industry.

How important his contribution has been to that is evidenced by the fact that that Commission, instead of having any other name, has always been designated the Mond Conference. Since his elevation to the peerage—it has now been called the Melchett Conference in token of his new title.

A Great Public Figure.

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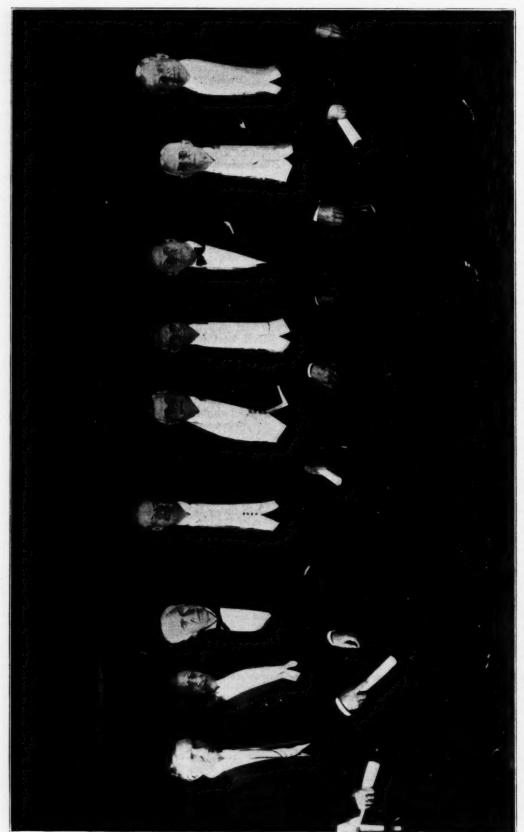
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Left to right: Harvey S. Firestone, Julius Rosenwald, Thomas A. Edison, Sir Thomas Lipton (guest), Charles M. Schwab, Henry Ford, Walter P. Chrysler (guest), George Eastman, Thomas E. Wilson (first head of the Institute of American Meat Packers and Chairman of the Institute Plan Commission.)

This picture was taken by Common of The NATIONAL PROVISIONER in the reception room of the guests of honor just preceding the great dinner at the Hotel Astor, New York City, on the evening of October 24, 1928. The seventh honor guest, Orylle Wright, had not yet arrived. PIONEERS OF INDUSTRY GROUPED WITH THE INSTITUTE PIONEER AT DINNER IN THEIR HONOR.

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the sphere of industrial activity that in the years gone by, many years ago, he has been such a pronounced figure. and some of whom I have had the he has been such a pronounced figure. In the political life of his country and his time he has asserted a most potent influence. He was first elected to Par-liament, if my memory serves me cor-rectly, in 1906. And he has been re-turned regularly since that time. He has been a member of the Privy Counhe was first Minister of Public Works and later Minister of Health. So that in all of these various activities he has contributed most potently to the welfare of his people.

If time afforded it might be possible to expand these few remarks and give you some idea of the subjects upon which he has written out of his vast experience, covering all phases of the economic life of a great country, and from that same experience speaking with an authority which has carried conviction.

We are privileged indeed to have that same authority back of the words which he will speak to us tonight, and so it is a great pleasure, ladies and gentlemen, to present to you this out-standing leader of British industry, a standing leader of british industry, a true pioneer, a first industrialist, a strict and very careful scientist, but above all a public benefactor not only of his own country but of all countries. I take great pleasure, therefore, in presenting to you Lord Melchett.

[The audience arose and applauded.] Address by Lord Melchett

LORD MELCHETT: Mr. Chairman, Mr. Booth, ladies and gentlemen: I feel that I am here tonight under exceptionally difficult circumstances. When my old friend, Dr. Nicholas Murray Butler, cabled to me to London murray butter, capied to me to London to say he was giving a dinner and would I speak at it, I figured to myself it was to be one of those small and intimate gatherings which have become so familiar in New York, at which I could say a few ill-assorted and disconnected phrases which are always. connected phrases which are always received with so much enthusiasm and

He never warned me that I was to address tonight not merely this overwhelming assembly, but that I was to be present at a unique and historic occasion, a dinner given to some of the most distinguished men not merely of America, but of the entire world.

Fortunately, ladies and gentlemen, I have been preceded by the most won-derful singer, and I wondered why in the world she should stop singing and I should disturb the harmony of the

evening by speaking. (Laughter)
I must thank Mr. Booth, a colleague of mine on the International Chamber of Commerce, for the very kind words—too kind words—he has spoken to me.

Tribute to Great Pioneers.

And may I say in passing that I very much appreciate the kind words he spoke of my father. I am only a very humble follower in his footsteps, those of one of the greatest pioneers in industrial chemistry and the application of science to industry I think of Europe, of the entire world.

I would like to pay a tribute, if I might, in a spirit of humble devotion to those gentlemen who are here tonight, some of whom my father knew

privilege of knowing for many years.

And I recall as a young man Mr. Thomas Edison presenting to a congress of German scientists at Heidelberg his first gramaphone. I can remember the enormous sensation that instrument caused, which he and others now would look on as an instrument of the dark ages, but which was then a new revelation.

I remember my father telling me about 40 years ago how he met Mr. Charles Schwab, and the high opinion he formed of him as a man and as a scientist and as an industrialist. (Ap-

Gentlemen, it is indeed a great privilege to be present here tonight with the wizards of all things present here, and to have been allowed to participate in your tribute.

Ladies and gentlemen, I have a great advantage over you tonight, because I am leaving by steamer very shortly



(Chairman Imperial Chemical Industries, Ltd.) Speaker at Pioneers' Dinner.

from these hospitable shores. The advantage that I have is that whatever I say tonight, you cannot get back at me, because I shall be gone. There is always a considerable advantage to any speaker in being able to get away.

European Industrial Situation.

I have been asked this evening to use a half hour to give you a survey of the European industrial situation. If I were to do justice to that subject I should have to talk to you for a week. Thank God I shall not do justice to the subject, and you can be satisfied that I will not talk to you for a week.

I shall try to give you a few light ning sketches, just a few very bold outlines, and present to you the posi-tion—one that is difficult—a survey of the industrial position of our country, much less of a continent.

It is difficult to those of you situated as you are so closely to a picture of unbounded prosperity, great contin-ual consumption, indefinite expansionas I said to somebody the other day— to at least comprehend the difficulties, the strain and the trials under which Europe is struggling and has struggled since the end of the great war.

A Difficult Picture to Paint.

It is difficult for you—living on a continent and not in our country, stretching from ocean to ocean with every possible resource, with a smaller population, with unbounded and unlimited wealth, to have a free trade area, one that is much larger than that of Europe, where there is an exchange which doesn't vary from San Francisco New York, with a language which ento New York, with a language which enables one advertisement to reach 120,-000,000 people in a moment—to realize what it is to endeavor to restore the industry of a continent which has been devastated by four years of terrible war, which has lost millions of men, which has lost hundreds of thousands of millions of property, with economic borders torn asunder, who have had barriers created between them in the way of materials and manufactured goods, which used to be united, which still has the hatred and the remem-brance of a struggle which tended at one time to destroy the very existence of our countries.

There is a business and an inflation there which made business with us at one time almost as speculative as Wall Street. (Laughter)

There are different customs, different prejudices and different languages. Mass production may be an ideal, but it is practically an impossibility.

Conditions Are So Different.

The conditions are so different that only those who know both countries can form any kind of vision of their differences. Many of the ideas which I hear expressed on this side, admirable as they may be, wonderful as they may be in their application to this continent, would have to be much modified and altered to be able to apply them to the conditions in Europe.

Those of you who may have studied economic history should go back to the condition of Europe after the Napoleonic Wars. For twenty years Europe had been an armed camp, and more than an armed camp, for civilization had al-most come to an end and commerce had been paralyzed.

The restoration of Europe after that period is one thing that gave me confidence in the restoration of my country. Ladies and gentlemen, the invention of the steam engine, the development of industry, was the only thing that saved Great Britain and Europe from remaining after that struggle a backward, miserable, poverty-stricken, starving lot of people.

We have since 1918 had to build up revolution not fundamentally that of the steam age, but a revolution of continually increasing efficiencies, improvements, in processes, developments of new ideas to get back to our prewar condition.

Industry in Great Britain.

I would like to say here a word or two on the industrial position of Great Britain. I would like to remove one or two misconceptions of a time when

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everybody looked at the high lights of the situation.

It seems to me today is a time when everybody is looking at the dark spots of the situation. The result is that the unemployment situation of Great Britain has become one of the commonplaces of the publicist on economic af-fairs.

Well, ladies and gentlemen, let me tell you that our unemployment situation, serious as it is, is not one that causes me any undue concern. To me it is more remarkable that on that small island, densely populated as it is, we are employing today 2,000,000 more people than we did before 1914, and our unemployed population has pos-sibly increased by four or five hundred thousand.

You want to get a true picture and you must look to the facts, that we are employing 2,000,000 more people and our whole standards of living, of pros-perity, of consumption, of clothing, of transportation, of feeding, are undoubt-edly today on a much higher level than before the war. (Applause) That our resources in capital, in finance, have been established to the point where it is nothing new for us to come to the assistance of your hard-pressed brokers on Wall Street in lending you large sums to enable you to carry your stocks. (Laughter)

Britain's New Industries.

And our new industries are developing at a rapid speed. Our motor industry, rayon, artificial silk, gramophone—dozens of other industries which didn't exist a few years ago are daily growing in size and absorbing more labor.

The dark spots in our industrial picture are very much paralleled on this continent. I will mention two of them, the textile industry and the coal in-With all your consumptive capdustry. actiy, with all your methods of ability and efficiency, your New England states' textile position compares to ours in Lancashire; and the coal position of Pennsylvania coal mines does vary much from ours in Great Britain.

And largely for the same causes in certain directions you have overproduction and underconsumption. In certain directions a want of coordination between production and consumption has produced cuts in prices to such an extent that fundamental industries have become uneconomic. We have a move-ment in our country, and one which I have preached and endeavored to carry out in the great corporation of which I have the honor to be Chairman, to which Mr. Booth referred, the Chemical Industries of our country.

Production Outstrips Consumption.

I would say this, in our modern life the capacity for production has become almost unlimited. Whereas formerly additions to plant were difficult to ob tain, took long to establish and were difficult to finance, nowadays, with the spread of technical knowledge and speed, overproduction of commodities can be brought to bear in a very short space of time.

I need hardly tell you what a small overproduction needs to occur in order to produce an economic loss as a result



THOMAS A. EDISON (Edison Laboratories, Inc.) Pioneer in Invention.

of cut prices out of all proportion to that overproduction.

Therefore rationalization of industry, by which term we in Europe mean the adjustment of production to consumption, has become the great slogan for the reestablishment of industrial welfare. It is making progress both on the continent of Europe and in Great Britain.

Rationalizing Industry.

I would like to say one word on this. You have really been pioneers in this direction, but you don't seem to know it. The steel trust, whose honored chairman is here tonight, was one of



ORVILLE WRIGHT (Wright Aeronautical Corp.) Pioneer in Aviation.

the first efforts of rationalizing an in-

In fact, your trust system, so much attacked, so much a subject of controversy, so much a subject of legal animosity, is really an attempt, unconscious perhaps, to rationalize the indus-tries of the United States. And I have observed with some amusement that when in our humble way in Europe we endeavor to follow your illustrious example, the American press assaults us with great vehemence, and says we are threatening the industrial supremacy of the United States! (Laughter)

Ladies and gentlemen, we have made our little endeavor, but I do not think our continent will ever go to such a competitive character as the American continent is on now.

Just think of it, the steel trust of America makes more steel than the whole of the continent of Europe, and it fills me with amazement when they talk of a cartel between the French and the German steel makers, when America alone can make more in one place here than they can put together. They cannot put the Americans out of business.

Can't Hurt American Industry.

In connection with the men in that industry, I do not think they will have to stop rocking in their chairs or stop drinking their cocktails or lose sleep over it, because I think they are reasonably sure of their position.

I have been accused of wishing to destroy the chemical industry of the United States, and we have had some sessions with some of our Continental friends on that. Well, some people may not look forward to a war without thinking of that sort of thing. However, I think that all of them in Europe are now on the offensive in that instance rather than on the defensive against an enormous superiority of that sort from this continent.

That, ladies and gentlemen, doubtedly is the condition in which Europe is today. Otherwise, Great Britain has a fluctuation of exchange, but is applying that of course on an export and import tariff which would please even the high-standard man in the United States. Now that is coming back to normality. The same people are beginning to talk about an economic United States of Europe.

British Empire Economic Unit.

There is a third unit in which I am interested, which also lies, I think, under these two, and that is the economic unit of the British Empire.

I have been asked to speak-because I came from England, I suppose-about Europe; but we are not Europeans. The British Empire is not in Europe. look across the ocean to our far lands, kinsmen all over the world, to our possessions all over the world, with our growing continuously markets for our goods and their goods. We naturally take an interest in Europe. They are our neighbors and they do trade with us and we with them.

The great development of British commercial figures show, and I could demonstrate to you tonight, to all English speaking people throughout the world, that bond not merely of senting the senting ment but of economic necessity of those 1928.

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Economic World Grouping.

That, I think, is going to be the economic grouping of the world in the future; the economic grouping not in hostility but in cooperation; a grouping not in repression of each other, but an economic grouping which will enable us to form units which un-doubtedly operating on a big scale will enable us to solve many great economic problems.

Ladies and gentlemen, America can play her part if she likes, and the quicker the rehabilitation of Europe the better. If she likes!

German Reparations Problem.

The one outstanding feature yet of our economic difficulties is undoubtedly the settlement of the long vexed question of German reparations. I notice in the press since I have left that conversations are once more taking place

versations are once more taking place in order to substitute for an interest system some system of finality.

I have also been an advocate of a system of finality. I believe a debtor is entitled to know what his ultimate obmitted to know what his ultimate obmitted to the system of entitled to know what his distinct of the state of the st

subject. subject.

America may or may not play a part, but one thing I beg you to do, and that is if you don't wish to play a part, not to get in the way. (Laughter and applause) Our difficulties in Europe are great enough, but we feel we are competent to deal with European probetations. lems. But whenever an attempt is made in Europe to come together we are always met with suspicion and hostility on the part of people on this side of the ocean who attribute all kinds of motives which never passed our minds.

Britain and the United States.

Speaking for Britain, our agreement with you is settled. We have no wish, have expressed no wish, we never said a word that we want to reopen. are not in the habit either of repudiating our bargains or of going back on them after we have made them. (Ap-

We have no feeling in the matter. We made a deal, good, bad, or indifferent. The deal is made. Carry it out and that is the end of that.

As regards those perhaps less fortu-nate than ourselves, less strong than we are, who have suffered more, whose position is more difficult on the continent of Europe, I can only say, speaking for them, if you wish to facilitate the task, being as rich and prosperous as you are, I have no doubt in genera-tions to come your successors will look on you as a great people. If you do not wish to do so, don't; but at any rate aid us as far as you can without affecting your own position to lay and finish this question once and for all.

The Peace of Europe.

For if it is finished the peace of Europe will be more permanently established than it can be now. With it fin-ished the economic problems will become stabilized.

And after all that to you, the out-side world, means little. Although your great home market is so vast that you can never supply it, still after all you

have some relation with the outer world, and it is to your interest, as well as ours, that the world should progress and should be peaceable and that there should be friendship instead of enmity and stability instead of con-

tinual uncertainty.

Ladies and gentlemen, I have almost exceeded my allotted time and yet, on this subject, there is very much more to say. I would like to enter this note that there is one great nation in the world, and that is the English-speaking world, and that is the English-speaking peoples. I do not care where they are situated. I do not care how their political complexions may have altered. The fundamental thing is that they feel and think and act alike in those great things in the world which really matter to civilization and to humanity.

An English-Speaking Union.

Together they can exercise an influence that is of benefit towards the whole future course of development of civilization, which is immeasurable.



NICHOLAS MURRAY BUTLER (President of Columbia University) Speaker at Pioneers' Dinner.

Separated and divided and hostile they become impudent and weak and instead of having strength, they are a calamity to humanity.

I have always felt, and I have tried to give expression to the thought when I became chairman of a great finance corporation of Great Britain and America, that we should endeavor to pro-mote the cooperation of the brains, the power, the integrity and the energy of our English-speaking peoples for a common purpose, that of improving their lot for the benefit of humanity.

And mind you, to me the mere creation of industry, the mere creation of enterprises, the mere work of the man enterprises, the mere work of the man engaged in industry and business, has no meaning. It would be futile and soulless, and it is an ulterior object far beyond that of the mere accumu-lation of matter which very soon be-comes a useless token.

It has only a meaning, if we are

bending our energies and abilities to the creation of more wealth, to the creathe creation of more wealth, to the creation of more products, to the creation of cheaper products, to the creation of wider distribution, to the creation of a higher standard of living, and a greater possibility of better living to the human race at large.

Hearts Across the Sea.

It is there that I would like to shake hands not merely with my American friends—and thank God I have plenty of them—but with all this country that I have come to across the ocean. I would like to feel not that they were separated, but that they were united in a common ideal with a common aim, that although you at one time separated, that separation is more one of form than one of heart. We feel, after all, when we come here, that we are among friends, and I hope you will feel that way when you come to our

As far as I am concerned, and many of those who think and work with me, I can assure you that it is our earnest endeavor and our earnest idea. I hate to see the idea that anything which is British or imperial is anti-American. I detest the idea of saying that America is controlling something which belongs either to us or to somebody else.

Ladies and gentlemen, the Englishspeaking people together when they
control something are a united force,
and as far as possible to me they are
one unit. We ought to endeavor each
in our way to do our part continually to work closely, constantly together, and by personal contact, by personal thought, by exchange of opinion, friendship, and intimacy, accomplish the great work which lies before us. (Applause)

Introducing a Word Painter.

CHAIRMAN MAYER: Lord Melchet's words, so informative and so eloquent are, I am sure, deeply appre-ciated by us all. When he boards the Aquitania tonight may he feel assured that his participation on this occasion has not only been a gracious courtesy to the guests of honor, but has added greatly to the pleasure of us all.

The name of the next speaker is

familiar wherever letters, oratory, education, political and social science are discussed. As head and builder of the greatest university in the world, he fills an exalted post. His four-square honesty of mind in dealing with public questions has been a steadfast example to public men, and has promoted a deep respect for him the world over.

respect for him the world over.

He will address us this evening on "Industry as Public Service," and will then present to you the pioneers in whose honor we are here. I present to you, ladies and gentlemen, the President of Columbia University, Nicholas Murray Butler. (Applause)

Industry as Public Service

DR. NICHOLAS MURRAY BUT-LER: We have listened, Mr. Chair-man, to a very striking, to a notable utterance. A distinguished industrialist from overseas has spoken to us out of the wealth of his knowledge and experience on the highest possible

plane.

He has given us not alone facts, but all too briefly an interpretation of

facts, and I am sure that I am only expressing what is in the heart of every member of this great company when I join the chairman in expressing to him as he leaves to take his ship the appreciation which we all have not only of his presence but his remarkable message.

Mr. Chairman, in looking into the faces of our guests of honor, in reflecting upon their accomplishments, and in looking out over this company I cannot help asking what our grandfathers, our fathers even, would have thought of all this.

Just a hundred years ago there was born a man whose romances entertained our boyhood and whose stor.e3 were cast in a form which were thoug.t to be the clever but distorted outpourings of a fevered imagination.

But when Jules Verne wrote "The Voyage to the Moon" he forecast the airship. When he wrote "Twenty Thousand Leagues Under the Sea" he forecast the submarine, and when he wrote "Around the World in Eighty Days" he forecast the great steamship and the railway express encircling the globe.

They Are Wonders No Longer.

And those books, Mr. Chairman, were the books of your childhood and mine. Jules Verne's romances and imaginations have become the accomplished facts so familiar that we no longer wonder at them.

A few days ago our great population stood and gazed into the sky as the great Zeppelin came across the ocean. We looked upon it with a certain familiarity, although we had never seen it before, and regarded it as a very admirable example of human patience, human skill and human daring. But we have long since gotten past the point of being amazed at anything.

The fact of the matter is, Mr. Chairman, it is probably true that our grand-children will see and experience life with happenings, with undertakings, with achievements, that will bear pretty much the same relation to those of our day that our day does to the imaginings of Jules Verne.

Industry Has Remade the World.

Read, if you will, the very striking description by Albert Beveridge, just now published, of the early days and life of Abraham Lincoln in Indiana and in Illinois. See what were the domestic, the social, the agricultural, the industrial conditions of that day. And remember it was only a few years ago, but so different and so strange from what we know and understand that it seems separated from us by a gulf of 10,000 years.

Since the industrial revolution the world has been made over more than once. It is not only a new world but it is the newest world. No one could have foreseen, when we were on the eve of these events and undertakings, where they were going to lead in the practical life of men.

This revolution has been effected primarily and chiefly at the bottom, as always in the life of men, by science and by reflective thought. But organized industry has followed hard upon its heels, and has been the agent and



HENRY FORD (Ford Motor Co.)

Pioneer of the Automotive Industry. the exponent of the revolution in which

we live.

No political revolution, no social revolution, no economic revolution ever produced by the most daring antagonist of the conventional and the established, bears any comparison to the revolution that has been peacefully, progressively brought about by the industrial development of this generation.

Real Foundation of Our Prosperity.

Recall the machine shop of our boyhood and then stand for an hour in the great mills at Bethlehem or Homestead and see what has happened to the hu-



HARVEY S. FIRESTONE
(Firestone Tire & Rubber Co.)
Pioneer of the Rubber Industry.

man hand as an instrument of industry.

See what has been done to lift the weight of the burden from the back of the worker, see what has been done to multiply his effectiveness, not once but many times. See what has been done to safeguard his health, to improve the conditions of women and children, to provide him with shorter working hours at a wage multiplied many times. And then see the prosperity of which we boast, and observe the real foundation upon which it rests.

There are those who think that industrial prosperity is primarily economic, I venture to think it is not Industrial prosperity is primarily psychotrial

chologic.

No man is prosperous unless he thinks he is prosperous, no matter what may be the result of his daily labors or his activity. What we are concerned with is the creation of a state of mind, and the changed state of mind which is so impressive, so widespread in its effects, so dominant in its relation to public opinion, is due to a new ideal in industry.

New Ideal in Industry.

Industry in its most primitive form was concerned primarily, or chiefly, with gain. Gain must be achieved promptly in as large measure as possible, and at all hazards.

But, Mr. Chairman, there is no worse punishment known on earth than to be shut up for a lifetime alone in solitary confinement with a gain-speaking spirit. The man who spends his life solely in pursuit of gain, and in the achievement of gain, is the loneliest of human beings, and one of the poorest.

Unfortunately, he is frequently so lonely and so poor that he does not know that he has missed anything.

But there has come into modern industry an entirely new spirit. I like to think it is that spirit and that ideal which has not only brought to industry its success, but which has brought to industry its capacity to seize upon and adapt inventions and discoveries of science and men of genius, and that has brought about the new integration between those who work with their hands, those who work with their minds, and those who work with their capital, produced new and strong units of cooperation and interdependence in which the vast majority of Americans now believe and upon which they look with satisfaction.

Adding Service to Gain.

That new spirit is to substitute for gain the ideal and the motive of gain and service. It is by adding service to gain that industry has achieved its safe and stable position. No system of insurance that the wit of man can devise can equal the protection afforded to industrial organization by public opinion when it becomes convinced that industry is seeking gain through service, and not without service or with no concern for any other men.

If the pursuit of gain is to trample under foot every other human interest, however valuable, or however left, then it becomes a harried and a despicable thing. But harness gain to serice, to the service of mankind in pursuit of his satisfactions, his higher interests, harness it to these happenings

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f indusof which I speak, the releasing of the human hand by machinery and the multiplying of its effectiveness, the prolift the back of done to tection of the public health, the care of the dependent and the old, and you bring about a situation in which every once but een done rove the of industry is endeavoring to

serve the public. Take great banking institutions, great transportation companies, great industrial establishments and even a majority of the retail distributing shops, they have become concerned shops, they have become concerned with that service which brings them gain because the gain rests upon public satisfaction, public approval and public contentment.

Public Opinion Holds the Power.

We have brought about a situation in which it is within the power of organized society quickly to punish any industrial undertaking of which it does not approve, and that itself is a new development peculiar to our democratic civilization. Society in a hundred ways can ruin a business undertaking with which it has no sympathy, or which has aroused its antagonism.

But the moment society sees the motive of service at hand in the daily doing of the industrial establishment, the transportation company, the public utility, the great distributing concern, that moment all desire for anything but cooperation begins to pass away.

It is only in a democratic state, Mr. Chairman, that the industrialist can oc-cupy the position which is his due when he becomes an instrument of gain and service. In any other form of social organization the industrialist is looked upon as a hewer of wood and a drawer of water who is entitled to reasonable compensation.

The Aim Is Public Service.

The Aim Is Public Service.

There is no longer jealousy in any considerable measure in this modern community of ours—and I speak of our country as a whole—there is no longer any jealousy of success or of wealth honestly gained and fairly used, because the major portion of the public has grasped the fact that the great industrialists of today, in fact the industrialists great and not so great, are chiefly thinking as they develop their undertakings of greater and more effective public service. fective public service.

How can space limitations be reduced? How can time be overcome? How can machines go still farther for the relief of the hand and the back and the human foot?

So we are going to find ourselves in our children's time face to face with a new and intensely interesting problem. We are going, if this movement continues, as I firmly believe it will, to find the human race having to prepare itself for the wise and happy use of leisure, and it will be more important, one of these days, to educate men and women to use their leisure time than it will be to educate them for an oc-cupation. (Applause)

Will Learn to Use Leisure.

That will mean in turn the discovery of new wants, higher wants. That will in turn call for new satisfactions, new forms of industrial development, and the movement will go on, so far as our limited vision can see, without end.

Of course, industry must pay. No industry can long be conducted if it

consumes that with which it has originated. It was not a business man but a poet, the poet Cooper, who wrote that

"Business with an income at its heels Always provides oil for its own wheels."

That is not only verse but common sense, and it represents the reflection of the wise man who looks out upon his fellow and who looks the social and economic problem straight in the face. It represents his just and sensible point

Business a Mind Balancer.

Then, Mr. Chairman, in a time like that in which we live, when the news-paper, the radio, the telegraph, the tel-ephone multiply contacts by the millions, when emotion sweeps over a people with the rapidity of a tropical storm and with its violence, there is the greatest need for ballast, ballast in public opinion, ballast in the public mind.

And there again I remember that one



GEORGE EASTMAN (Eastman Kodak Co.) Pioneer in Photography.

of our American men of letters expressed himself with profound wisdom when he said, "There is no better ballast for the mind to preserve it from all sorts of crankiness than business." That was Mr. Lowell in one of his orations a generation ago.

Business contact with realities, with

consequences, with the necessities of a situation, that is one of the greatest educational instrumentalities known to man. I have no time tonight to discuss the educational aspect of the matter, but I must say this, a great many persons would be better educated if they went to school less and tended to (Laughter and apbusiness more. plause.)

Men Who Portray These Ideals.

There is no prescribed course of study that suits everybody. But the education of contact with reality, with human beings, with public opinion, with the limitations of facts, that is a very,

very sound and stern upbuilding form of education.

Now, may I not say to our distinguished guests of honor—the group whom we are assembled to hail, to ex-tol—may I not say to them, as I pre-sent them to you in turn, that they, each in his way, represent that of which I speak.

Each is not only a pioneer in his field, as has been pointed out, but each represents this new and constructive spirit of gain and service, and each represents the educating value of contact with

Each of these pioneers has taken his niversity degree in the university of facts, not a bad university as universities go, and if we are to esteem its graduates by the group seated before you, it is a university to which some others that I know will have to stand in salute. (Appleace) in salute. (Applause)

Presenting the Honor Guests.

May I have the honor, Mr. Chairman, of presenting in turn the guests of honor of this evening?

GEORGE EASTMAN!

Native of New York, early attracted Native of New York, early altracted to photography as an avocation and quickly entering upon it as a calling. Mastering the various processes for reproduction by light of those forms and facts which interest, instruct and inspire mankind, becoming thereby a literally stupendous factor in the education of the modern world, bringing de-light and instruction to countless multitudes of men, adding to his material achievement a genuine philanthropy which marks him as a truly successful American of the highest type. (Applause)

CHARLES MICHAEL SCHWAB!

A native of Pennsylvania, who while still a boy driving a stage in the mountains, sang and played himself into a place in the warm heart of Andrew Carnegie. (Laughter) Beginning while a stripling his service in the steel works of Pittsburgh and its vicinity, and passing with dazzling speed to the commanding position in the manufac-ture of steel which he holds and so long has held; whose vitally important relation to the early stages of the World War was known only to Asquith, Kitchener and Churchill, two of whom have already passed from earth. (Applause)

HARVEY SAMUEL FIRESTONE! A native of Ohio who, before he was A native of this who, before he was thirty years of age, was president of an important rubber company, and who has built up a huge undertaking in the field of chief interest, both at home and abroad; who believes that if anything is wrong in business the fault is with the management, since responsibility always belongs at the top; who defines success as the sum of all details well done; and who understands that when a man's information is confined to the field wherein he is working, the quality of his work is never as good as it ought to be. (Applause)

ORVILLE WRIGHT!

Native of Ohio and product of its public schools. Veritable conqueror of the air, who was brother of the man who with him was the first to fly with a heavier than air machine. (Applause) Who with him was the inventor of the system of control used in all flying ma-

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chines today. Those new instruments of communication and commerce which to our children will seem as commonplace as do the steamship and the railway train to this generation. (Applause)

JULIUS ROSENWALD!

Native of Illinois and trained in the public schools of that state, who served his apprenticeship as a youth in a well-organized establishment for the distribution and sale of clothing, and who moved by quick and honorable stages to become a veritable—not captain—but field marshal of the distributing industry.

A genuine and devoted public servant and a benefactor in a score of vays that mark him as an outstanding example of how money honestly made should be used for the benefit of that organized society whose existence support and approval make gain possible. (Applause) One of those rare men of large means who really understands the value of money. (Applause)

HENRY FORD!

Native of Michigan, whose career from beginner in the trade of machinist and practical engineer to that of the greatest manufacturer of automobiles of the whole world marks genuine genius of the highest type, both in mechanics and in business organization.

Among the first to grasp the essential truth that to provide for huge consumption at a low price is both socially more serviceable and industrially more profitable than to provide for the few that are high priced (Laughter and applause) who knows that all boards and committees of any consequence, whatever the appearance, consist in reality of one man. (Laughter and applause)

THOMAS ALVA EDISON!

Native of Ohio, successively newsboy, telegrapher, manifold inventor. Whose name has now become sometimes a figure of speech and sometimes an adjective. (Laughter)

Known the world over. Whose inventions are too numerous to mention, and too important to be overstated or underestimated by anyone.

Whose genial and kindly philosophy of life is a fortunate ornament of America today. Author of the searching and unforgettable aphorism that there is no expedient to which a man will not resort to avoid the real labor of thinking. (Laughter and applause)

CHAIRMAN MAYER: Ladies and gentlemen, I believe that we have truly witnessed a memorable, yes, and unforgettable ceremony, and we surely deeply thank Dr. Butler for his wonderful address. (Applause)

And now, our well-beloved citizen, Charles M. Schwab! (Applause)

Response to the Welcome.

CHARLES M. SCHWAB: Mr. Chairman, ladies and gentlemen: It is with much difficulty that the iron puddler from Pittsburgh, even though he be a pioneer of industry, would endeavor to make an address after Dr. Murray Butler's charming address, and that of Lord Melchett. And inasmuch as I understand that the only thing that is expected of me is to thank these societies on behalf of these pioneers of industry,

for the great honor that you have done us this evening, for the kindly manner in which you have received and acclaimed us all, and to do so briefly.

Now, speaking for the collected group of gentlemen seated at this table, I consulted each one of them individually as to what they would like me to say for them. (Laughter) And all replied, "Say what you like as long as you say something nice about me." (Laughter)

Well, Dr. Murray Butler has left little to say. I am doubly honored this evening, honored at being one of the pioneers of industry, and honored at being selected to voice their thanks and sentiments.

The second honor is the more doubtful one, after the Doctor's introduction of me as a singer. (Laughter) Because in looking about this table I see men who have done so much in life and therefore I thought perhaps the only thing that I was capable of doing was talking. But I accept the compliment, however doubtful it may be, as one of



JULIUS ROSENWALD (Sears Roebuck & Co.) Pioneer in Merchandising.

the milestones of a long life in industry.

All His Life-long Friends.

It happens, Mr. Chairman, that the gentlemen whom you have selected as your guests of honor have been lifelong friends of mine.

I have known them inidividually for many years. I wrote on a card for Mr. Edison a short time ago, "You are the best beloved man in America and you deserve it." (Applause)

It was my pleasure as a youth, 40 years ago, to work with this great master in the solving of problems, (I am talking about you, Mr. Edison) and while I and the world have admired beyond the description of words what he has been able to do, I have always loved and admired him most for the simplicity of his character and the fact that he never realized what he has been

to the world of science and industry. (Applause)

A simple, kindly-hearted gentleman, than whom I have never known a peer. Mr. Ford has been a lifelong friend. We all that know something of industry and science take off our hats and bow to his accomplishments. (Applause) And so I might go on to them all, from Mr. Curtis, the first man that flew the aeroplane, the first man to go in the air—not up in the air—to Mr. Eastman, to Harvey Firestone here, to my dear old friend Mr. Rosenwald, and I can say the same kindly word of each one.

Others Entitled to the Honor.

As I look over this distinguished company this evening, I see many men who might be classed as pioneers of industry, and while you may have selected these few men as typical representatives of the pioneers of industry, let it be but the traditional pioneer, Mr. Chairman, and under that heading, we could pay honor to many American pioneers of industry, of which we have such a great number even in this brilliant audience today.

I want to say something more. Perhaps, excepting Mr. Edison—whom I revere so highly as hardly being human like the rest of us fellows—they may protest that they don't deserve the honors which you have given them this evening, that they are modest fellows and they are astonished that they may have been selected for this honor.

But let me tell you, knowing them all as well as I do, including myself, there is not one here that is not swollen with pride at the acclaim and approval of his fellow man. (Applause)

Big Men Appreciate Approval.

The man that is worth while in the development of any industry is the man that is pleased with the approval of those with whom he is associated in life.

When Ludwig, the great German author, was here, he asked me a question. He said, "I would like to ask you if the great American business man or pioneer of industry ever attains his objective, and if he does attain it how does he feel about it?"

I said, "Mr. Ludwig, the objective of any great pioneer of industry, or captain of industry, is never attained. If he did attain it he wouldn't be a great captain of industry. It is always ahead of him. He is looking forward."

Here are a group of men, gentlemen, who have not only blazed a trail of industry, but to this day have followed it and pursue that trail of industry. (Applause)

The Sentiment of Business.

That is what makes a great man simplicity of character, the unrealization of what they have undertaken

tion of what they have undertaken.
Dr. Murray Butler spoke of the psychology of business. Keen student that he is, I have always felt that the great motive in business was what we call the sentiment of business, the low of accomplishment, love of undertaking to do something and successfully carrying it at least to a reasonable colusion, never stopping. It is the low of that which you are doing that keeps you pushing onward and onward.

you pushing onward and onward.

I doubt if this audience will ever see again a sight such as they see here to

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night, headed by our great and illustrious inventor. The ages of the future will perhaps see more organized development, great labor and organization that will pursue the things that have been started, but these great characteristics. acters that have pioneered, pursued and persevered, are going to be rare in the years to come. How happy I am to have lived in a life when such accomplishments were possible, with such a group of gentlemen. (Applause)

Never Again See Such a Sight. While I have reputation perhaps in industry, it is as nothing compared to the fact that I have had as associates and that I have had as friends men such as these and men such as you see at this great table before you, born at a period when these great industries started, singing and playing my way, as

Dr. Murray Butler says—an accomplishmen to which I never lay claim (laughter)—if I did I should have sung for you tonight instead of speaking. The only attribute that I claim is one The only attribute that I claim is one of loyalty and love with those whom I pursue. I loved Mr. Carnegie as a father who was a true pioneer of industry. I love each of my associates here tonight as if they were brothers, because they are true pioneers of indus-

I love the father of them all, my good old friend of many years who will sand as the idol of American inven-tiveness, of American industry, of American character, that as far as I know, whose place in the years to come



CHARLES M. SCHWAB (Chairman Bethlehem Steel Corp.) Pioneer of the Steel Industry.

will never be taken. (Applause)

And now, Mr. Chairman, in conclusion, while I have in illy-chosen words endeavored to express the feelings of

these pioneers of industry, I do so nevertheless with the sincerity of con-viction, and for each of them in full appreciation of this glorious dinner tonight in which so many of New York, Chicago and America's representative men and women have done honor to the traditional leaders of American indus-

An Example for Youth.

Whether they deserve it or do not deserve it, do not let us destroy the tradition that will spur youth on to greater effort by holding before them—truly or untruly, but traditionally—the men who are regarded by America's people as pioneers of industry. (Great applause) Thank you, Mr. Chairman, thank you, distinguished gentlemen of this table, thank you ladies and gentlemen of the chair of the

of the audience, for your kindly recep-tion to all of my confreres and your humble servant.

Thank you and God bless you all.

[The audience arose and applauded.] CHAIRMAN MAYER: Ladies and gentlemen, our hearts go out again to Mr. Schwab for his deep-feeling words. And thus ends our beautiful evening.

May our guests feel that we have this evening attempted to pay true and sincere tribute to their greatness, their aspirations and their underlying love of humanity. May they long enjoy the best of health. May they long be pre-served to the men and women of the world.

This meeting is adjourned.

A Distinguished Assemblage at the Speakers' Table

In addition to the guests of honor at their special table, the following leaders of American industry, business and education were seated at the speakers' table:

ALFRED REEVES, General Manager, National Automobile Chamber of Com-merce, New York, N. Y.

F. D. FACKENTHAL, Secretary, Columbia University.

MAURICE LEWANDOWSKI, Managing Director, Comptoir National d'Escompte de Paris.

PHILIP D. ARMOUR, Vice President, amour and Company.

C. M. KEYES, President, National Air Transport, Inc., New York, N. Y. J. M. DAVIS, President, Delaware,

J. M. DAVIS, President, Delaware, Lackawanna & Western Railroad, New York, N. Y.

J. A. CAMPBELL, President, The Youngstown Sheet & Tube Company, Youngstown, Ohio.

ELISHA LEE, Vice-President, Pennsyl-rania Railroad Company, Philadelphia,

LOUIS J. HOROWITZ, President, Thompson-Starrett Company, New York, N. Y.

G. F. SWIFT, Vice-President, Swift & Company, Chicago, Ill.

ARTHUR REYNOLDS, President, Continental National Bank & Trust Co., Chicago, Ill.

cago, III.

OGDEN M. REID, Publisher, New York Herald-Tribune, New York, N. Y. P. E. CROWLEY, President, New York Central Railroad, New York, N. Y.

JOHN L. MERRILL, President, All America Cables, Inc., New York, N. Y. LEWIS E. PIERSON, Chairman of the Board, American Exchange Irving Trust Company, New York, N. Y.

THOMAS J. WATSON, President, Inter-lational Business Machines Corporation.

FREDERICK J. E. WOODBRIDGE, Dean of the Graduate Faculties, Columbia University.

WILLIAM BUTTERWORTH, President, Chamber of Commerce of the United

FRANK B. PARKER, Editor-in-Chief,

FRANK B. FARKER, Editor-in-Chief, Scripps-Howard Newspapers. LINCOLN CROMWELL, First Vice-President, Merchants' Association of New York.

FRANK B. NOYES, President, Associated Press, and President, Washington

CHARLES E. MITCHELL, President, National City Bank.

WILLIAM WHITFIELD WOODS, President, Institute of American Meat Packers, J. BARSTOW SMULL, Chairman of the Executive Committee, Chamber of Commerce of the State of New York.

F. S. SNYDER, Chairman of the Board, Institute of American Meat Packers, WILLIS H. BOOTH, President, Merchants' Association of New York

OSCAR G. MAYER, Presiding, Retiring President, Institute of American Meat

LORD MELCHETT; Chairman of Imerial Chemical Industries, Ltd., London,

DR. NICHOLAS MURRAY BUTLER, President, Columbia University.

THOMAS E. WILSON, Chairman, Institute Plan Commission, Institute of American Meat Packers,

MYRON C. TAYLOR, Chairman, Finance Committee, United States Steel Corporation.

WALTER S. GIFFORD, President, American Telephone & Telegraph Com-

C. F. KETTERING, President, General Motors Research Corporation.

IRVING T. BUSH, President, Bush Terminal Company. SIR THOMAS LIPTON.

MICHAEL I. PUPIN, Professor of Electro-Mechanics, Columbia University.

EUGENIUS H. OUTERBRIDGE, President, Harvey & Outerbridge, Inc.

NEWCOMB CARLTON, President, West-ern Union Telegraph Company, New York, N. Y.

DANIEL WILLARD, President, Baltimore & Ohio Railroad Company, Baltimore, Md.

F. EDSON WHITE, President, Armour and Company, Chicago, Ill. WALTER P. CHRYSLER, Chairman of the Board and President, Chrysler Motor Corporation, New York, N. Y.

CHELLIS A. AUSTIN, President, Seaboard National Bank, New York, N. Y.

A. T. ROHE, President, Rohe and Broth-r, New York, N. Y.

S. W. STRAUS, President, S. W. Straus & Company, New York, N. Y. W. W. ATTERBURY, President, Penn-sylvania Railroad Company, Philadelphia,

E. G. GRACE, President, Bethlehem Steel Corporation, Bethlehem, Pa.

E. E. LOOMIS, President, Lehigh Valley Railroad Company, New York, N. Y.

CHARLES T. GWYNNE, Executive Vice-President, Chamber of Commerce of the State of New York. JAMES C. EGBERT, Director of the School of Business, Columbia University.

E. A. CUDAHY, JR., President, The Cudahy Packing Company.

This Convention Number of THE NATIONAL PROVISIONER contains the only complete printed and pictured record of this feet Dinner to Industrial Pioneers, an event which it is admitted has never been equalled, and may never be repeated in kind.

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Sectional Meetings Are Convention in Themselves

The sectional meetings constitute and that each may understand better the problems of the other. tuted a convention all their own. In these meetings the results of the researches and new developments of the year were presented in considerably more detail than was possible at the convention sessions proper.

Matters of major importance in engineering, construction, operating, sales, advertising, accounting, purchasing, public relations and the chemistry of the industry were presented.

Everywhere there was evident a broad interest in the operation of the industry on a scientific basis. Men who had grown up in the industry and who all their lives have been practical men have come to a full appreciation that operating control in the industry in future must be on a scientific basis. And that the problems of the industry will be solved in the laboratory rather than in the packinghouse.

Because of this appreciation more and more of these men are attending the sectional meetings held prior to each convention.

The first day's sessions were devoted to engineering and construction, sales, advertising, accounting and operation. The second day was given to purchasing, chemical, and public relations.

Public Relations Section

This meeting was presided over by Arthur D. White of Swift & Company, as chairman, and there was a large and interested attendance. In opening Mr. White said:

"This is the first meeting of the Institute's Public Relations Section, and it is gratifying to see what an excellent program Mr. R. D. MacManus has arranged for the inaugural meeting.

"This section is new, but public relations work is far from being a new activity in the packing industry. The Institute has been carrying on an effective program in the public relations field for the last nine years.

"The objectives of this program have been, first, to place before the public the true facts about the packing industry, its profits, efficiency, cleanliness, and humane methods; second, to place before consumers the facts about the food value and wholesomeness of meat and information about methods of preparing and cooking meat; third, to acquaint live stock producers intimately with the problems of the packing industry and to foster friendly relations with them, to

The Public Relations Program.

"Speaking more specifically, the Institute's Committee on Public Relations and the Department of Public Relations and Trade are continually confronted, although the instances on the average are becoming less frequent, with the necessity for dealing with unfair and disparaging statements about meat, published by advertisers of competing commodities and with the necessity for explaining increases in meat prices and decreases in the price of live stock to the public and the press.

"Many advertisers have felt in the past that they were helping their own products by advertising them as being superior to meat or by describing meat as an unhealthful food. In such cases the Institute has written courteously to the offenders, pointing out in a friendly spirit that the statements not only are unfair to meat and the packing industry, but also are a less effective form of appeal than a plain, straight-forward statement of the merits of the product being advertised.

"It is gratifying to note that the tendency in modern advertising is distinctly away from disparagement. This fact has impressed most of the advertisers whom it has been necessary to approach and, almost without exception, they have agreed to discontinue the objectionable statements. In justice to these advertisers, it must be pointed out that the disparagement in most cases was unintentional.

Comment on Meat Prices

"The past year has seen editorial comment regarding high beef prices. The reduced supply of cattle, and the resulting higher prices of beef, aroused some comment in the press, especially



(Director Public Relations, Swift & Company) Presiding Chairman Public Relations Section.

during last winter. The Institute en-deavored to explain to the public that the higher price levels were due solely to the reduced supply—that meat prices at all times are determined not by packer and not by retailer, but by economic factors which are beyond the control of anyone in the meat industry.

"We still hear some criticism of the profits of the packing industry. Such statements are answered promptly and convincingly. It is hardly necessary to do more than point out that the packers' profits amount on the average to only a fraction of a cent per pound of meat and to only a few cents per dol. lar of sales.

"I have discussed these points only because I believe every member of the Institute should be familiar with the serious problems which confront the packing industry in the field of public relations. Nevertheless, it is true that our relations with the public and the producer have improved greatly in recent years. The continuation of a well planned public relations program is our best means of assuring that these relations will continue to be of the proper

"Our first speaker—Elisha Lee, vice president of the Pennsylvania Railroad —is a man who is going to talk on The Value of Good Will to Industry.' He comes from one of our greatest railroads, which is sufficient proof that he is entirely familiar with his subject, for the railroads themselves have had a great public relations problem on their hands, and have handled it with a fine degree of skill. Mr. Lee."

What Good Will Means to Industry.

Mr. Lee first cited the common interests and close relationship of the railroads and the packing industry. He pointed to the part the railroads had played in the establishment of the in the transportation of its raw material dustry and in its upbuilding, thro as well as its finished product.

Another point in common between the railroads and the packing industry is the importance of public good will Like the packers, the railroads famany years were subject to severe pul lic criticism. It was always open son on them, Mr. Lee said, and or pressed the belief that the treatment they received might have furnished the incentive for the cartoons, Feller Needs a Friend."

Recognizing that good will is of the most fundamental factors in s cessful railroad operation, Mr. Lee lined the efforts of the railroads to sure the good will of the public, effort being put forth by everyone sociated with them, from the red at the stations to the highest executed

Changed Public Attitude.

He attributed the changed public at titude toward the railroads to a more enlightened public opinion and to the cooperative attitude of the business in-terests of the country. "Never has the spirit of cooperation been more notably displayed and never has it been more

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productive of real and tangible results than at the present time," Mr. Lee said.

Introducing Dr. Mohler.

"We are indeed fortunate," said Chairman White, "in having with us today the next gentleman on the program. He is a scientist, an expert on matters of public relations, and in addition is one of the most able administrators in the service of the United States government. He has had intimate contact with the livestock and meat industry for many years and his job has not always been an easy one; because he administers acts of congress which are regulatory and which by their very nature sometimes lead to controversies or to the settlement of controversies.

"I can think of no finer thing to say of such a man holding such a position than to say that after all these years he has the respect and admiration of every element in the livestock and meat industry. We respect his judgment, and we admire his ability and his honesty. I really don't have to introduce him because you all know him, either personally or by reputation. It is indeed an honor for me to present Dr. John R. Mohler, Chief of the Bureau of Animal Industry, of the United States Department of Agriculture." (Ap-

Meat for the Masses.

In Dr. Mohler's discussion of "Meat for the Masses" he sought to interpret the attitude of the free lance observer toward the meat industry as it exists

The first point this observer would make would be the magnitude of the industry. Nearly 90,000,000 food animals arrive at the public stock yards of the country annually. In the details of their handling and sale there are doubtless some practices that are capable of improvement, yet "the system must command the respect of any observer," Dr. Mohler said.

This free-lance observer probably wonders, in view of the comments he hears on all sides, if it is not possible



ELISHA LEE (Vice-President Pennsylvania Railroad) Speaker at Section Meetings.



DR. JOHN R. MOHLER
(Chief U. S. Bureau of Animal Industry)
Speaker at Section Meetings.

for the producer to receive more for his livestock, for the consumer to pay less for meat, and for the tradesmen to conduct a profitable business, all at the same time.

Must Eliminate Waste.

It was Dr. Mohler's belief that such a goal was not entirely unattainable. To accomplish it, there must be more vigorous action to eliminate waste, such as farm losses, condemnations and other waste of product that took capital and labor to produce.

Important among the causes of farm losses and condemnations are disease and parasites. The progress in reducing and eliminating some of the more important was outlined in some detail.

Facts cited by Dr. Mohler included the tuberculosis eradication work in which North Carolina had emerged as the first State to be classified on a State-wide basis as a modified-accredited area; the reduction in general bovine tuberculosis infection by a half in the last six years, and the decline in hog tuberculosis recently.

To Get Rid of Disease.

Hog cholera is another field of serious loss which is largely preventable by the use of the preventive serum treatment. Progress in tick eradication, the speaker continued, is opening the way for the South to play a larger part in the meat supply. Foot-and-mouth disease has been exterminated and excluded by the rigid quarantine and slaughter policy adopted. "Thus you will see that there has been real progress of late in our knowledge of animal diseases and in their control."

Another saving pointed to, which might seem negligible when applied to small plants, but which reaches an im-

pressive total when applied to the entire industry, is resulting from a slight change in the method of inspection of hearts and livers.

New Values in Meats.

Dr. Mohler also called attention to the new values that are being found in meats and meat products, notably meat extracts. Commercial beef extract has been found to contain the vitamine essential for growth and health, which is believed to be identical with that so important in the prevention of the disease known as pellagra.

A concentrated pork extract has been found to contain this valuable vitamine aso. The possibility of manufacture of commercial pork extract as well as a product containing extracts of both beef and pork is suggested by these discoveries.

Another means of eliminating farm waste is to be found in the production of meat animals yielding larger quantities of meat and less inedible offal. This, Dr. Mohler believed, could be brought about eventually by careful selection of breeding stock and the use of good type sires.

To Breed Better Meat.

In this connection attention was directed to what was termed the "world wide bull fight." The trend in livestock improvement and the volume of trade in meat throughout the world he believes will be greatly influenced by the results of this world-wide war on the scrub bull and other scrub sires.

Some of the other surplus meat-

Some of the other surplus meatproducing countries appear to be putting forth more serious efforts in this direction than the United States.

"If we are to perform our duty in a creditable manner we must keep in mind, first, the basic importance of healthy livestock and, secondly, their gradual improvement by wise selection and breeding. That is the basis of meat for the masses," Dr. Mohler concluded.

Introducing An Able Lawyer.

Henry Veeder, general counsel of



HENRY VEEDER (General Counsel, Swift & Co.) Speaker at Section Meetings.

Swift & Company, discussed "The Legal Aspect of Public Relations." In introducing Mr. Veeder, Mr. White said:

"Back in the early days of Swift & Company's history in Chicago was a man associated with G. F. Swift in the development of the business by the name of Albert H. Veeder. Those of us who date back to that era remember him very well. With his passing his mantle of activities descended upon his son, Henry. We who have come in contact with him during the past decade have learned to like him personally and have every respect for his legal ability.

"He is not just one of those 'you can't do it lawyers,' but he is helpful in telling how a good end may be accomplished, and just as much of an obstructionist when one wants to try to put something over. He is public-relations minded, and a great help in carrying on this particular activity of the packing industry."

Legal Aspect of Public Relations.

Mr. Veeder briefly reviewed the attitude of legislators to the industry from his first experience with it in 1889 to its culmination in the Packers and Stockyards Act and the Packers Consent Decree.

In his opinion the reasons during the earlier period for the public's attitude were to be found in the phenomenal economic development of the country after the Civil War, and to a natural reaction from such unprecedented prosperity. In this reaction the public failed to comprehend the movement toward efficient mass production, which was the outstanding economic feature of the last few decades.

The public failed to comprehend that it faced an economic situation and in its hysterical anxiety to prevent agreements and combinations among independent units actually hastened the development of big permanent units.

Now there is a changed attitude toward business. Mr. Veeder outlined



I. M. HOAGLAND (Armour & Co., Chicago) Speaker at Section Meetings.



PAUL I. ALDRICH (Editor The National Provisioner) Speaker at Section Meetings.

the work of the Department of Commerce, the Department of Justice and the Federal Trade Commission, in all of which the attitude toward business now is constructive.

New Attitude Toward Packers.

He was of the opinion that attacks on the packers in future will be fewer and less bitter.

The packers themselves are in a better economic position in relation to the public. Their distributive systems have been firmly established. There has been failure to prove combinations between them or unreasonable profits. There is improved contact between them and the public, partly as a result of government supervision and the financial difficulties from which they have just emerged.

Mr. Veeder said he had no new program to suggest in planning for the future. In his opinion the most effective aid in the past has been educational publicity. With a better understanding on the part of the public of the economic function of the packing industry in the efficient distribution of meats and meat products at minimum cost, there will be less antagonism and fewer investigations and prosecutions. This will accompany the change in attitude toward business in general.

"I confidently expect that our public relations in the future will be much happier than they have been in the past," Mr. Veeder said.

Mr. White, in closing the meeting, expressed the thanks of the Committee for the excellent program arranged by Mr. Ralph D. MacManus.

Sales and Advertising

On Friday morning the Sales and Advertising Section met under the chairmanship of C. M. Van Paris, of the Hammond Standish Co., Detroit, to listen to and discuss a program prepared under the direction of program chairman George R. Cain of Swift & Company, Chicago. Mr. Van Paris served as a "pinch-hitting" chairman

and kept the proceedings moving at a

lively pace.

"The New Era of Distribution and What It Means to the Packer" was the topic assigned to Paul I. Aldricted to The National Provisional The speaker traced the trend of industry and business through the production era up to 1922, where statistics show that it changed to a situation where production capacity passed the point of absorption by consumptive demand, and the problem became one of distribution.

Chain Store in Distribution.

Passing other distribution phases for other speakers to discuss, Mr. Aldred confined himself to the topic of the chain store as the chief factor in the new era of distribution. He traced the development of the chain store in the meat field until it is now distributing about 14 per cent of the total meat sold, and quoted authorities as predicting that this would increase to 40 per cent in five years.

The early relationship of the packer and the chain store was reviewed, corring packers who refused to deal with chains, those who deal with them reluctantly and those who welcome their trade. "The chain store is here to stay," he said, "and the question is, what is the packer going to do about it?"

Shall the Packer Retail?

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The chain store as a possible rival of the packer, both in processing meats and in more complete packinghouse operations, was discussed. The life and growth of the chain meat store depends both on its efficiency in merchandising, and on its policy as regards manufacturing or partly manufacturing its stock in trade.

The thought was expressed that the packer might be forced to consider the alternative of establishing his own retail system as a means of meeting this new situation in distribution. "Will



T. F. DRISCOLL (Armour and Company, Chicago) Speaker at Section Meetings.

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L. B. DORR (Jacob Dold Packing Co., Buffalo, N. Y.) Speaker at Section Meetings.

the successful packer of the future," said Mr. Aldrich, "be the one who remains rigid and adheres to the old methods, or will he be the one who maintains his organization on a flexible basis, tuned at all times for operation under a changing set of conditions?"

Wastes in Distribution.

"Reducing Costs in Distribution" was the topic assigned to I. M. Hoagland of Chicago, general branch house superintendent of Armour and Company. Mr. Hoagland said at the start that packers' distribution costs might not be too high; indeed, he could conceive of conditions where they might have to be increased. He proposed to discuss rather the topic of eliminating unnecessary wastes in distribution.

Some things fundamentally wrong had crept into the conduct of the selling end of the packing business, he said, "and all because of our selfishness." Attempts to get a special advantage over competitors had resulted not in extra profit, but in added costs to all.

Distribution is costly, said the speaker, only in proportion to the service rendered. Consumers in the United States get the best service in the world.

Packer Too Well Satisfied.

The chief obstacle to the elimination of these wastes in selling is the inertia of the packer himself, when he is too well satisfied with what has been accomplished, and willing to let up when the job has not been completed. Many wastes are caused by destructive competition, and can only be eliminated by cooperative action. This action and effort must be really unselfish if it is to succeed.

As chairman of the sub-committee on elimination of wastes in distribution Mr. Hoagland reported encouraging

progress during the past year in the activities to this end under the guidance of the Institute and the activities of director Homer T. Davison. The speaker discussed in detail the wastes due to too many deliveries, to the cost of small orders, telephone, telegraph and express charges reversed by the customer, etc., and said much had been accomplished in spots through the country in attacking these evils.

A Basis for Price Lists.

He said this was the only industry he knew of that did not have a fundamental basis for price lists, and he thought the time had come to consider the establishment of recognized differentials, and to compel salesmen to adhere to them.

The habit of profitless sales and the craze for volume must be cured. There must be a method of merchandising which would bring a definite, tangible profit for every sale. Selection in selling must be taught, and the unprofitable customer must be dropped.

Mr. Hoagland discussed the abuse of rail weights on fresh meats, and commended the new custom of charging for fractions of pounds. In both cases great losses had been caused by failure to adopt proper merchandising methods.

How to Use Store Material.

A very comprehensive survey of "The Effective Use of Store Material" was given by T. F. Driscoll, advertising manager of Armour and Company, who is both a sales and advertising expert.

"When?" "Where?" and "How?" were the three divisions of his subject. Use of such material must be seasonable and timely. Selection of stores is important. No displays should be permitted where your products are not on sale. Substitution is encouraged when this is not insisted upon.

Displays, either in the window or in-



DR. ROBERT J. McFALL

(U. S. Department of Commerce)

Speaker at Section Meetings.



WARREN H. SAPP (Armour & Co., Chicago) Speaker at Section Meetings.

side, should be placed firmly and neatly, and courtesy should be used toward the signs of competitors. The salesman should appreciate his own advertising, and should teach the dealer to appreciate it. One way to do the latter is to give out fewer signs. The speaker favored dummy cartons, but did not favor dummy meats, as there was too much temptation for their use by others.

All store advertising is cooperative, and the packer cannot profit until the dealer has got his profit. Therefore the salesman must work with the dealer to get this result.

Packer Salesman and Retailers.

"Can Packers' Salesmen Help Retailers to Improve Their Merchandising Methods?" was the question answered by vice president George A. Casey of the Wilmington Provision Co. in a talk full of practical points. Such help can be given if packers' salesmen are properly equipped and educated in proper merchandising methods.

"To be a salesman you must be a merchant," said Mr. Casey. "Many packers are not merchants and therefore cannot teach their salesmen to help their customers to make money."

Scientific methods of selling should be taught. Packers' salesmen should have a knowledge of livestock, their raw material. They should know enough about all packinghouse processes, such as cutting, curing, smoking, making sausage, etc., so that they can intelligently talk their products to customers, and properly advise those customers on what to buy and how to sell it.

Problems of retailers differ, and the packers' salesman must be ready to help his customer in each case as he finds it. He must have a liking for selling and a knowledge of human na-

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ture, and he must be more than a mere order-taker if he is to help his customer, and thereby help his house.

What is a "Dumb Owl?"

E. S. Papy, of the White Provision Co., Atlanta, Ga., also discussed the same topic, paying particular attention to the chain store phase, and the failure of most retailers to educate their clerks.

Mr. Papy was responsible for the addition of a new definition to the packer's vocabulary, and it made a big hit.

He called many salesmen "dumb owls."

"What is a dumb owl?" asked one.
"Why, a dumb owl," said Mr. Papy,
"is an owl that don't give a hoot!"

Accounting, Sales and Advertising Sections

In these sections there were presented detailed data on the service of the accountant to the packing house executive and discussions of the costs of distribution.

Jay C. Hormel and R. A. Rath discussed the subject, "What Information About Sales Should the Accountant Furnish the Sales Executive?" from the standpoint of the needs of the officials of the company.

cials of the company.

L. B. Dorr of the Jacob Dold Packing Company described in some detail the Dold method of sales analysis in his contribution to the subject, "Methods Used in Analyzing Sales by Territories, Commodities, and Orders." The subject was also discussed by L. A. Scott of Adolf Gobel, Inc., and W. H. Sapp of Armour and Company.

One of the very practical reports in this group of meetings was given by Howard C. Greer on "The Cost of Handling Small Orders and Accounts." This report was a result of the investigations of the department of organization and accounting of the In-



H. N. McGILL (McGill Commodity Service, Auburndale, Mass.) Speaker at Section Meetings.



JAY C. HORMEL
(Geo. A. Hormel & Co., Austin, Minn.)
Speaker at Section Meetings.

stitute, and is reported in full in the convention proceedings.

Other subjects discussed under the general topic "Costs of Distribution" were as follows:

"Facts About Retail Distribution of Meat, as Shown by Recent Census of Distribution," by Dr. Robert J. McFall of the U. S. Department of Commerce; "From Whom Does the Retailer Buy?" Pendleton Dudley, director of the eastern office of the Institute; and the "Selective Selling of Meat Products to Reduce Distribution Costs."

These sections were presided over by G. M. Pelton of Swift & Company and L. B. Dorr of the Jacob Dold Packing

Purchasing Section

Wide deviation from the type of program usually presented at a purchasing section meeting was found in that given before the section this year.

It was not confined to purchasing; that was not even the principal subject of discussion. Instead the general business situation was outlined as representative men in industry see it. The influence of the business situation on puchasing is obvious.

John G. Hormel was presiding chairman of the section, with George H. Eckhouse, program chairman.

General Commodity Outlook.

H. N. McGill, president of the McGill Commodity Service, gave an interesting and valuable presentation of the present business situation in his talk on "High Spots in the General Commodity Outlook."

Mr. McGill pointed out that the present business situation in this country is different from any ever known in American financial history. Up to this year business conditions have always found a rather accurate measure in the stock market. This year the stock market has been out of all relation to the business

trend. During the past six weeks there has been some weakening in the business curve.

This is attributed to the situation in the money market brought about by the enormous money demands for stock speculation, the high rates of interest and the difficulty of business securing funds for new ventures at moderate interest rates.

However, the good crops, the generally good employment of labor at high wages and the strong position of the country in relation to its surplus of gold indicate a good outlook for the coming six months.

Buying of Supplies Is Important

L. F. Boffey, editor of "The Purchasing Agent," in his discussion of "What's Ahead in Purchasing" pointed to the buying of supplies, when done judiciously and with a far-seeing view to economy, as one of the real factors of successful business foundation.

Recognition of the importance of the purchasing agent as a business executive of the first rank is becoming more general, he said. So far this year there have been 12 purchasing agents made presidents of their respective companies.

panies.

Mr. Boffey also called attention to the desirability of avoiding loading up unnecessarily on supplies. He advocated the keeping of inventories at a reasonably low level as the tieing up of capital in surplus stocks, with inventory deterioration, interest on investment, etc., is not in keeping with the present tendency toward waste elimination and efficient operation.

The services of the Bureau of Standards to the Makers and Users of "Specifications" were outlined by A. S. McAllister, chief of the Division of Specifications of that bureau, and "The Making of Swinehart Tires" was described in an illustrated talk given by J. C. Lewis of the Swinehart Tire & Rubber Co.



L. F. BOFFEY (Editor The Purchasing Agent) Speaker at Section Meetings.

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Operating Section

The value of increased efficiency in the handling of meats through the freezer and in storage, the use of carbon dioxide in



S. C. FRAZEE (Wilson & Company, Chicago) Speaker at the Convention.

meat delivery trucks, the value of high power sprays for washing carcasses on the killing floors, a new development in refrigerator cars, and standardization of methods of cooking meats to improve their quality and palatibility, were the major subjects of discussion in the Operating

Section, presided over by R. F. Eagle, with H. J. Koenig as program chair-

"Handling, Packing and Shipping of Freezer Meats," was discussed by H. J. Koenig of Armour and Company. Except for strictly storage purposes in times of surplus, the frosting of meats been confined largely to has so far selected meats.

Handling Freezer Meats.

In order to broaden the demand for reezer meats and to insure a first class product to the consumer, they should be given a rapid chill after quick delivery to the freezer. Freezing is done at 10 to 15 degs. below zero, the product having been staggered so the air would circulate about it freely and insure a quick freeze.

As soon as the product is hard frozen prompt delivery should be made to the storage freezer, held at 10 to 12 degs. above zero. During the entire process the product is protected from possible freezer burn by the use of liberal quan-tities of specially designed paper for

this purpose. Mr. Koenig referred to the processes of the General Seafoods Corporation and their success in the rapid freezing of fish, also the application of these processes to the meat industry. (This quick freezing practiced by the General Seafoods Corporation was described in full and illustrated in THE NATIONAL PROVISIONER of Sept. 8,

The belief was expressed that great possibilities exist in the meat industry for quicker turnover and reduction in handling costs by the preparation and sale of frosted meat, and that frosting will enlarge the field of distribution.

Delivery Trucks Cooled by CO2.

"The Delivery of Meat in Trucks Refrigerated by Carbon Dioxide" was the subject of a paper by Adam Horr, of Adolf Gobel, Inc., Brooklyn, N. Y. Mr. Horr said that his company was using solid carbon dioxide or "dry ice" in trucks to been marked in trucks to been marked in the company was

in trucks to keep meat in good condi-tion while it was being delivered.

As a result of their experience in the use of solid carbon dioxide, it was felt that the construction of the truck body

was a matter of prime importance. The cold gas given off by the solid carbon dioxide must be so controlled as to keep the meats from freezing. This necessitates the circulation of the gas to all parts of the body.

The type of body first used required 80 lbs. of solid carbon dioxide per day which resulted in a cost for ice alone of approximately \$4.00 per day per truck. Had water ice been used this cost would not have been over \$1.50

An improvement in the truck body by which the cold carbon dioxide gas is conserved has reduced the quantity of this refrigerant used to 40 lbs. per day, which has brought the cost down

somewhere near that of water ice. At the same time there is some advantage in the smaller space required for refrigeration when solid carbon dioxide is used.

How the Meats Are Carried.

Eack truck contains two boxes in which fresh meat is carried. The smoked meats are not carried in the refrigerated portion of the truck. These boxes will hold from 600 to 700 lbs. of meat, and must be air tight. They are insulated with 2 in. of cork covered with waterproof, air-tight paper, sealed at the joints with cement. All together the thickness of the box will run about 4 in. all the way round.

The temperature inside of these boxes ranges around 40 degs. They could be made colder with more ice, but 40 degs. temperature is regarded as sufficient.

When water ice is used about 4 times as much space is required for refrigeration as when solid carbon dioxide is used.

In spite of the higher cost of solid carbon dioxide, with improved truck bodies to conserve the cold gas and in view of the saving on repairs of the truck due to the avoidance of moisture, etc., from leakage, it is believed that the truck of the saving of the dioxide hos that the use of solid carbon dioxide has proved economical.



MISS GUDRUN CARLSON (Director, Dept. of Home Economics) Speaker at Section Meetings.

The suggestion was made of a saving by adjusting the size of the cake to weather conditions. This carbon dioxide gas itself is a good insulator, and when a blanket of this gas spreads around the box the insulation of the box is greatly increased.

High Pressure Washing.

S. C. Frazee, general superintendent of Wilson & Co., told of "Washing with High Power Sprays." Mr. Frazee referred to the series of articles on this subject which have been appearing in THE NATIONAL PROVISIONER as outlining the present status of the

use of high power sprays.

He pointed out how these sprays had first replaced men trimming necks and cutting off either a little bit or a lot of cutting off either a little bit or a lot of meat, then the use of wire brushes to scrub the necks, and finally the high-powered sprays, which are highly sanitary because nothing but the water touches the carcass. When the workmen get through with these sprays they have not taken anything off of they have not taken anything off of the necks and they are all nice and

The advantages of washing with high power sprays have been found to

1. Reduction of labor cost.

2. Reduction of amount of water used

3. Reduction in the amount of super-

4. Advantage of mechanical equipment over human element

5. Production of better results.
In one plant the cost of washing by the old method was \$4.68 per hour.
Now the cost is \$1.90 per hour, with better results.

Costs of Truck Delivery.

M. Pearson of the National Automobile Chamber of Commerce submitted some new and unique ideas regarding truck costs in his address on "Costs of Delivery by Truck."

The first thing to consider in figuring costs of delivery by truck is that all a truck can do is to furnish wheelage hence the burdens of the distribution department should not be cast on the truck. Each truck should be credited with the amount of money its owner would have to pay if he hired that service.

The operating department should charge the distribution department a that get the distribution department a stated amount, say \$3.50 an hour, for the use of the truck. This charge must cover washing, cleaning, maintenance and everything that goes with

it.
The job of the distribution depart-The job of the distribution department is to get just as much out of the truck as it can. Sometimes this department uses more trucks than it needs. Therefore, when trucks are not used the cost should not be charged against truck operation but against distribution. Actual truck operation does not begin until the merchandise is loaded on the body. is loaded on the body.

How to Figure Costs.

Roughly, the major daily costs of truck operation would include mileage, gas, oil, repairs and tires. First, find the average mileage the trucks have been doing in a given time. On the basis of this set up a daily mileage, say 70 miles per day. Then figure the cost per mile. If the truck makes only

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ngs.

60 miles a day, there is need for a check to find where the lost wheelage is and why the per mile cost of operation has been increased. Such checks should be made daily and not be left to the end of the month when the accumulation makes difficult any sort of accurate check.

The length of time trucks are laid up for repairs also is an important item in figuring costs. The truck may come out of the shop with, say \$30.50 of repairs after remaining there for two days. The loss of time on this truck overshadows the repair cost. If the time in the shop can be cut in two, making it one day instead of two, a considerable saving in operating cost is possible.

In the discussion following the talk the advantage of pneumatic tires over solid tires was brought out. While the first cost of the pneumatic tire is more, its contribution to increased truck speed, which has changed from 8 to 35 miles an hour, and the fact that it makes possible quick getaway after all stops, has made these tires average cheaper.

Mechanically Refrigerated Cars.

Horace M. Wigney of Safety Refrigeration, Inc., discussed "Mechanically Refrigerated Cars." Mr. Wigney traced the early struggles in shipping fresh meat long distances and the final development of the refrigerator car which has been so widely used in the past two decades. Not until 1926, however, was there any real change or improvement in refrigerator cars, Mr. Wigney said.

At that time the use of silica-jel was found possible in a practical sense. This is a hard, glassy material with the appearance of a clear quartz sand, and is prepared so that it will not break down. It can absorb relatively large quantities of vapor and furnishes the fuel in these cars with ammonia as the refrigerant.

So far only about 20 cars equipped with selica-jel are in operation but as a result of the experimental shipments in these cars over long distances and during periods of high temperature, their manufacturers believe they are destined to revolutionize the transpor-

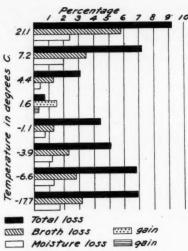
tation of frosted products.

The cars do not have to be stopped en route for icing, there is no dripping of brine on the right of way, a uniform temperature throughout the car is insured, they are thermostatically controlled, and the silica-jel carried in a tank under the car needs to be replaced only every 7 or 8 days in hot weather and at longer periods in cold weather.

The present cost of this car is nearly double that of the ordinary type of refrigerator car, but its economy and efficiency are believed to overbalance this. Also, when production is possible on a larger scale, the cost of the car itself will be still further lowered.

Cooking Tests for Meat.

Miss Gudrun Carlson, director of the department of home economics of the Institute, reported on the "Progress in Standardizing Cooking Tests for Meat." This covered the varied lines of experimental work with meat cookery, including the cooperative work with the committee on cooking tests



TESTS ON HAM COOLING. Chart showing percentages of loss in mams cooled at different temperatures.

for the national study of the factors which influence the quality and palatability of meat. Through the U. S. Department of Agriculture the committee has issued standardized tests on roasting beef, pork, veal and lamb, also ham and bacon tests.

In addition, Miss Carlson's department has cooperated with a number of colleges doing experimental work on meat. Much of this work is in progress and results are not available at present.

At the University of Minnesota the work with pork products has developed some further information on the best methods of cooking this meat. One study, namely that of factors influencing shrinkage in cooked ham, is particularly worthy of note. Briefly stated, it was found that the temperature of the liquor in which the ham is cooled affects the loss materially. The least loss in shrinkage occurred at 35 degs. F. Either below or above this temperature the losses gradually



DR. C. ROBERT MOULTON (Director Dept. of Nutrition) Speaker at Section Meetings.

increased with the increase or decrease in temperature. No difference in the quality of the hams cooled at the different temperatures could be detected by the judges.

Chemical Section

One outstanding result of the chemical researches of the year was a better understanding of the functions and influences of nitrite in the curing of meat and in the prevention or retardation of spoilage.

The program of the section was made up of reports by the scientific men of the Institute staff and cooperating chemists in the industry. The presiding chairman was J. J. Vollertsen; L. M. Tolman, the program chairman.

Important among these was a report on "The Institute's Studies on Lard," by Dr. G. A. Perkins, research chemist of the Institute.

Studies Made on Lard.

Dr. Perkins said that these studies had been directed toward the possibilities of improving the commercial position of lard, and were along the lines of stability problems. It is important to the packer that he not only turns out a good lard but a lard that will retain its good properties until it is ultimately consumed.

It is believed that rancidity is easily avoided up to the time it reaches the consumer, and it hardly furnishes a problem in the consumer's kitchen in this day of hand-to-mouth buying.

this day of hand-to-mouth buying.
All lard should have good keeping quality, but how can the packer test this? The Biscuit and Cracker Manufacturers Association has suggested a simple test. Lard samples are heated to a constant temperature of 140 degs. F. Odor and taste tests are then made daily. The time required for each sample to go rancid is a measure of its stability. Some lards will go rancid in a day or two at a temperature of 140 degs. while others will keep 10 days or two weeks at this high temperature. The latter are judged to be good in stability.

Kinds of Lard Spoilage.

There are several kinds of lard spoilage. It may become sour or acid or rancid. If sour, it contains too much moisture and impurities causing fermentation to go on.

mentation to go on.

An acid condition may be due to various causes, but this is not a very important direct cause of lard spoilage.

Rancidity is caused by oxidation. In addition to the test above suggested, Dr. Perkins described a rather simple test with the use of a manometer, the stability of the lard being tested at a temperature of 194 degs. In a chart giving the results of manometer tests, it was shown that prime steam killing lard held up best of all and refined showed the least stability. He believed that there was a possibility of putting all lards on the market with the stability of prime steam killing lard.

He briefly discussed the possibilities of retarders on oxidation of lard, but this is still in the experimental stage and no commercial retarder is recommended at this time.

Cause and Prevention of Molds.

Dr. W. Lee Lewis, director of the Department of Scientific Research of the Institute, discussed "The Cause and

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with rapi and Prevention of Molds," with special reference to experimental work that had been done on the value of ozone machines for this purpose.

The use of such machines had been advocated for the packing industry, but on investigation it was found that the claims made for them were not based on scientific research and their manufacturers and distributors were anxious that such research be undertaken.

The various molds more common in the packinghouse were gathered, the principal ones being those associated with smoked meats. In most cases these molds were not regarded as actually damaging the product but as being undesirable from the standpoint of appearance.

Dr. Lewis exploded the old theory that molds were desirable on certain products and pickles to get best results. "There's nothing to it," he said. "Molds don't do us any good. They are unsightly and should be combatted."

Cooking Will Kill Molds.

Experimental work showed the different temperatures at which molds were killed. It was found that ordinary cooking temperatures would kill all molds.

The temperature most favorable for mold growth were also shown. In general, molds and bacteria cease to multiply when product freezes but they will grow at as low as 18 degs. F. Many grow very well at 50 degs. F., but 70 degs. F. is the best temperature for mold growth.

It was found that molds were not so sensitive to humidity as is generally believed. When humidity was controlled, molds still grew. Ninety per cent humidity was found to be the optimum for mold growth. They grow well at 80 degs., but when a temperature of 70 degs. is reached there is some inhibiting effect.

Dr. Lewis thought that the circulation of air was probably more important than humidity. He believed that sodium hypochlorite was one of the coming food disinfectants, being inexpensive and very powerful and preventing spoilage in the long run.

Ozone Has Bad Effect.
In the study of the effect of ozone on molds it was found that in order to kill molds the ozone had to be used in large quantities. In fact the concentrations necessary were so high as to be be-yond all safety. These concentrations also had an unfortunate effect on lard and gave the product a bitter taste and a peculiar odor. As a result of the experiments so far made, the use of ozone machines for combatting molds in meat packing plants can not be recom-

In the discussion which followed Dr. Lewis' talk, S. C. Bloom called atten-tion to the fact that air could be ionized without creating ozone and mold growth thereby inhibited. Ozone can not be produced without first ionizing the air, but air can be ionized without producing ozone. This process is ex-tremely inexpensive, he said, and the equipment is simple and durable.

Results of Curing Studies.

"Some Results of Studies on Curing"
were presented by Dr. L. M. Tolman of
Wilson & Co.
These had to do largely with the effects of temperature on the rapidity of cure and the use of nitrates

The effect of small variations in temperature on the nitrate cure were studied, 36 to 38 degs. F. being assumed to be the well established temperature in curing. This, Dr. Tolman said, is a compromise temperature. At a slightly higher temperature curing progresses more rapidly but other growths of bacteria develop and pickle conditions are not so stable. In lower temperature curing is retarded.

(Continued on page 248.)

Engineering and Construction Section

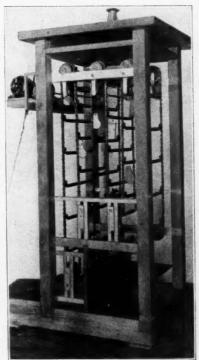
Two of the three major discussions of the Engineering and Construction Section were devoted to engineering problems, particularly those of the refrigeration department of the packing-house. Allen McKenzie was presiding chairman and H. P. Henschien program chairman.

"Modern Methods of Erecting Corkboard Insulation," by L. E. Cover, discussed the proper handling of corkboard and urged a closer study by the packing industry of its insulation problems.

Cork Insulation Methods.

Mr. Cover advised the air proofing of the inner surface of the outside walls of refrigerated space, either by spray-ing or brushing on two coats of as-phalt, the first a prime and the second a straight coat. Cork board should then be dipped in the hot asphalt, or the asphalt sprayed on both sides of the board before it is put on the wall.

He also discussed the infiltration of air through the outside wall, especially where such walls are exposed to wind



NEW MOVING SMOKEHOUSE DEVICE

Illustrated at the meeting of the Engineering and Construction Section.

A description in some detail was given by Mr. Cover of laboratory studies of cork board efficiency, together with the methods of taking sam-ples of cork from walls that have been in use for some time, to determine the insulation, moisture content, etc., of the

Modern Refrigeration Methods.

The second engineering paper, entitled "Modern Developments in Packinghouse Refrigeration," was presented by Henry Sloan of the Vilter Manufacturing Company.

After tracing the history of packinghouse refrigeration from its beginnings,

Mr. Sloan discussed especially heat transfer in ice making tanks through increased circulation of brine and the pre-cooling of ammonia liquor.

An interesting fact brought out in this discussion was that it required 4 hours longer to freeze the extra half inch on an 11½ inch cake of ice than to freeze an 11 inch cake. By reducing the thickness of the cake by ½ inch and adding an equal volume to the length of the cake, the freezing time was reduced 4 hours.

Smoke House Construction.

The discussion under "Smoke House Construction" which formed the third and final paper of the program of this section, assigned to H. P. Henschien, was turned over by Mr. Henschien to Dr. A. O. Lundell of The Allbright-Nell Company, that he might describe a new revolving smokehouse, with moving equipment, recently designed by that company.

Diagrams showing a cross section of the smokehouse, the meat soaking room from which the smokehouse can be loaded, the smoked meat hanging and packing room and the shipping room, also the plan of the smokehouse, were distributed. A model of the smoke-house was on display during the talk. Coordination of the work of handling meats for smoking was advocated, and

the use of conveyors, shallow cast iron soaking vats in double rows, washing machines, and other labor saving equipment was urged.

Labor Saving Methods.

This moving equipment may be placed in a stationary smokehouse as well as in a revolving, the latter however having a number of advantages.

Where the soaking rooms are in the basement the house can be loaded at the floor level and unloading can be done on any floor level by removing the meat from the hanging bars as it passes by the door.

The apparatus consists of chains on each side of the house which are attached to cross bars, properly spaced, on which the meat is hung. The chains are kept in continuous motion, power being supplied direct by an electric motor.

With this moving equipment the meat is carried through every part of the smokehouse, thus avoiding the dis-advantage of the well known variation in smokehouse temperatures at the different levels and guaranteeing a uni-formly smoked product. As the meat passing through the revolving house is said to take the smoke more readily the time of smoking is reduced, shrinks are less and a better quality product is

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SOME OF THE TRADE EXHIBITS AT THE PACKERS' CONVENTION AT ATLANTIC CITY.

A—Exhibit of Mono Service Co., featuring Kleen Kups containing products of leading packers.

B—Part of Mechanical Manufacturing Co. Exhibit, showing high-pressure washing equipment, including pump, hog neck gun, beef head gun, beef carcass gun, industrial nozzle, etc.

C—Exhibit of Seaslic, Inc., showing large and small containers with various types of liquid seasoning. K. Angus, general manager, is central figure in group.

D—New Anderson R. B. crackling expeller features exhibit of V. D. Anderson Co., Cleveland, O. E—Varied exhibit of Cellophane packaged meat products both plain and colored. Exhibit of Du Pont Cellophane Co. F—Exhibit of sausage machinery and equipment by R. T. Randall & Co., showing new type cutters, stuffers, grinders, etc.

1928

Trade Exhibits

The exhibits this year were especially interesting, in view of the fact that it presented the visitor an opportunity to see modern developments in both equipment and supplies for processing, merchandising and distribution.

From salt for curing and packing to a complete line of business machines for accounting would be a good way to sum it up.

An outstanding feature was the sausage-linking machine exhibited by the Automatic Linker, Inc. The machine is being used by many packers and seems to have answered that problem of linking sausage by machinery.

Illustrations of some of the exhibits are shown on another page.

Details of the Exhibits.

Diamond Crystal Salt Co.—Only one quality of salt is produced by this company, but the various sizes were on display and their various uses in the packinghouses were well explained by D. W. Awtry and C. E. Warner, both of whom devote their entire time to the meat packing industry. P. J. Carroll and L. Volrath also represented the company. A very handy refillable memorandum book and pencil were given as souvenirs.

The V. D. Anderson Co.—This company exhibited the new Anderson R. B. Crackling Expeller and O. S. Anderson and J. C. Lundmark were on hand to explain its many advantages. The combination feed and magnetic removal of metal from the material going through the press was an interesting feature. A book containing some very valuable information on steam specialties was given as a souvenir.

Morris Paper Mills.—This exhibit contained a very interesting showing of sales containers used for sliced bacon, pork sausage, dried beef, frankfurts, ham, liver sausage, cheese, etc. It was a very attractive exhibit and brought out very effectively the value of the sales container in this new merchandising era. Paul Walker, vice president of the company, together with Ralph Denton, were in charge of the exhibit.

Automatic Linker, Inc.—The linker with monel metal table conveyor and stuffer table was on display, and the inventor, Mr. Henry Cohn, was on hand to explain in detail its operation. The exhibit was an eye-opener for those packers who have not had an opportunity to see the machine, and they crowded around it at all times asking for information. Linking sausages with the Automatic Linker has saved as high as 80 per cent in labor, a point of economy which is very interesting to any packer.

Mono Service Co.—A very attractive exhibit of meat products packed in

Kleen Kups was displayed in a refrigerator case. Such products as lard, sausage, meat, country style sausage, chili con carne and meat spreads were shown in sizes from one-half to ten pounds. The exhibit also included a complete showing of the company's line of Kleen Kups as used by packers and sausage makers in all parts of the country. Messrs. C. P. White, E. W. Smith, R. W. Robertson and W. R. Lewis were in charge of the exhibit.

Swinehart Tire and Rubber Co.— Solid and pneumatic truck tires were on display and some very instructive information was given as to how to obtain greater efficiency from truck tires.

At the meeting of purchasing agents on Saturday morning a demonstration was made of the actual building of a ten-ply heavy duty Swinehart cord truck tire. A regular tire building stand was assembled before the audience by A. L. Wagner, a foreman at the Swinehart plant in Akron. Following the demonstration motion pictures were given of every operation from the time the crude rubber is received until the tire is wrapped and ready for shipment.

Many questions were asked and answers were given by J. C. Lewis, sales manager of the company, and his assistants C. J. Walsh, Paul Gilbert and Walter Ibbken. Small measuring glasses and ash trays were given as souvenirs.

Du Pont Cellophane Co.—Transparent wrapped meat products, such as meat loaf, pork sausage, sliced bacon.



PERSEVERANCE AT LAST REWARDED.

After years of effort and expense, Henry Conn at last exhibits at a packers' convention his automatic sausage linker, a proved commercial success and a center of attraction for sausage makers. No wonder he looks happy!

scrapple, cottage hams, dried beef, salami, one-pound moulds of chili con carne, picnics, bacon squares, smoked butts, sliced baked ham and sliced boiled ham were on display. The various colors of cellophane were used, showing the advantages of their application.

One of the newest packages is sliced baked and boiled ham in one-quarter pound sizes. Seven hundred and eighty pounds of meat were on display, and at the conclusion of the convention the meat was distributed to needy families in Atlantic City. Messrs. B. C. Robbins, L. B. Steele and H. H. Eastman represented the company.

Savory, Inc.—The Savory electric weiner roaster, which has been the means of increasing present "red-hot" sales and opening new channels of distribution, was attractively displayed in two sizes. The roasting of the "red hot" before the eyes of the purchaser has made a big hit. The Savory rotisserie for cooking roasts, hams, chickens and so forth was also on display. Mr. W. H. Campbell and Mr. F. H. Schrage were in charge of the exhibit.

Liquaspice, Inc. — Liquaspice is the newest of the liquid seasonings, and its use was thoroughly explained by G. Mayle, general manager of the company. Rusk, an imported product used in manufacturing sausage, was also on exhibit. Its absorbing qualities were demonstrated, which was very interesting.

Mechanical Manufacturing Co.—One of the very interesting features of this exhibit was the Reco meat washer which was on display, and its operation explained by the inventor, Mr. F. A. Knight. The Reco ham mold washer, another invention of Mr. Knight's, was also on display.

The Bean high pressure pump, used for so many purposes in the packing-house, was on display, also the Recohog neck gun, beef head gun, beef carcass gun and industrial nozzle, which are used in conjunction with this pump.

In another section of the exhibit other Mechanical machinery and equipment were shown, such as the Harrington lard filling machine, the new Mechanical bacon slicer, the Mechanical thermo unit heaters, belly curing boxes, bacon hangers, and hog tattooers.

The exhibit was in charge of J. W.

The exhibit was in charge of J. W. Hubbard, vice president of the company, assisted by J. A. Keating, J. E. Castino, H. E. Johnson, K. D. Kubagh, F. A. Knight and J. C. Mellon.

National Cash Register Co.—Machines for prompt and permanent recording of sales distribution and book-keeping were shown. Large panels in the booth pictured installations of these various machines in packing plants, and also showed charts outlining the application of these machines to the packing industry. The exhibit was in charge of Mr. Whitehead and L. J. Gallagher.

Seaslic, Inc.—The liquid seasoning manufactured by this company was shown in various sizes and types of

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containers in its assorted colors for the different formulae. Pork sausage made with Seaslic and pork sausage made with dried spices were displayed to show the advantages of Seaslic, both in obtaining better color and keeping qualities. Mr. K. Angus was in charge of the exhibit, and was assisted by H. A. King, L. H. Trace and B. Hirschfeld.

John E. Smiths' Sons' Co .- The new self-emptying Buffalo silent cutter, with ball-bearing shaft, was a feature of this exhibit. It is emptied by compressed air and its operation was demonstrated at the exhibit. It is said with the use of this machine meat is processed without being handled by human hands.

The Buffalo direct-connected grinder, with taper roller thrust bearing, and the Buffalo 500-lb. stuffer with patented S. Superior piston and new style cover and safety ring, were also on display. It was a very interesting exhibit and occupied a very conspicuous spot.

Messrs. A. B. Chase, Walter J. Richter and A. C. Van Hooydonk represented the company. Mr. R. C. Smith, who is just recovering from a long siege of sickness, kept the home fires burning.

International Business Machines Corporation .- A complete showing of business machines, including record sys-tems and electric tabulating and accounting machines, were demonstrated. The line includes a large number of machines for every kind of business

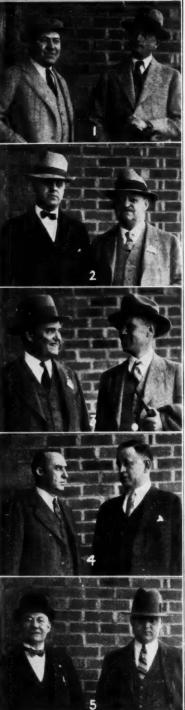
R. T. Randall & Co .- The new Hottmann Perfection cutter, the Randall 200-lb. stuffer, the Sander grinder, a new smoke stick cleaner and a head cheese cutter made a very attractive display of machinery for the sausage maker. The company was represented by R. T. Randall, sr., R. T. Randall, jr., K. G. Potts, Max Phillips and Fred Miller.

Wm. J. Stange Co .- "Peacock Brand" certified food coloring was on exhibit and L. J. Anderson was on hand to offer every assistance. The "Peacock Brand" coloring meets the require-ments of the B. A. I. and also packers and sausage makers.

A. Rifkin & Co.—This company showed a part of their complete line of work clothing for the packing industry. Embroidered names of the company or individual on the backs of their gar-ments is a feature. Mr. David Rifkin represented the company.

Enterprise Manufacturing Co .new high speed, single cut model, Enterprise meat chopper, which produces at high speed a superior quality cut meat, was on exhibit and attracted much attention. Mr. T. Henry Asbury, sales manager of the company, explained in detail the workings of this new machine; John S. H. Spencer assisted him. This new model threatens to create a revolution in methods and costs in manufacturing sausage.

Griffith Laboratories .- "Oil of Spice" was the feature of this exhibit, and the facts about its use were very thoroughly analyzed by Mr. E. L. Griffith and Mr. A. H. Freeman. "Oil of Spice" in five-gallon patented cans, which eliminates any possibility of loss through dripping. Prague salt is also sold by this company, and the industry is thoroughly familiar with the fact that the sales staff of the Griffith Laboratories are all practical men.



SOME MORE LIVE TRADE PAIRS. 1—E. J. Ward, cork insulation expert, and H. P. Henschien, packinghouse archi-

tect.
2—A Boss "father and son" team; John
J. Dupps, jr., and John J. Dupps, sr., Cincinnati Butchers' Supply Co.
3—The new packinghouse expert "hookup:" Chas. F. Kamrath, construction expert; S. C. Bloom, air conditioning and

refrigeration engineer.

4—Talking over the old days: Jesse
Lake and Hugo Boehm.

5—Another "father and son" team, this
one in the brokerage field: Frank C. Reed
of Philadelphia and son Gordon.

Max Trunz.—The Trunz Bias Bacon Slicer was one of the outstanding features of the entire exhibit. The machine makes it possible to take very thin bellies, slice them on the bias and market the product as regular slice bacon, instead of cutting the lean out for trimmings and tanking the fat. Mr. Charles Trunz and Mr. J. H. Scheffer were on hand to explain the operation of the machine.

Worcester Salt Co.—This exhibit showed a barrel of high grade Worces-ter salt used in the processing and packing of meat products. The booth was in charge of Mr. J. F. Spain, Mr. P. E. Freers and Mr. Herman Fier-stein. A very useful leather bill fold was given as a souvenir.

Convention Entertainment

As usual, those who attended the Institute convention were given a program of entertainment adequate and delightful.

It began with the Sunday "get-together" in the beautiful surrounding of the Hotel Traymore, although there had been much social activity going on during the preceding two days' sectional meetings. It is easy to meet in the Traymore, with manager Montgomery beaming hospitably on all his guests, and on the job every minute to assure them a pleasant stay.

The Sunday afternoon concert included a program by the Hotel Traymore orchestra and three groups of songs by Allan Rogers, tenor of the "Lilac Time" company of New York, who made the trip to Atlantic City especially for this occasion as a courtesy to his friend Homer Davison. Tea was served in the upper mezzanine, with the members of the ladies committee pouring.

On Monday evening occurred the annual dinner dance and entertainment in compliment to the ladies. This was held in the American dining room of the Traymore, a room which provided an artistic setting for the occasion.

The dinner was the best of its kind since the Institute was established, and the whole affair was of the same satisfying character. A program of vaude ville entertainment varied the eating and dancing, and a surprising number of ladies appeared to enjoy the program provided for them.

The greatest credit is due the Enter tainment Committee and the Lad Committee for their part in this b of all Institute conventions. committes were:

Entertainment .- A. T. Rohe, Chi man; R. D. MacManus, secretary; G. L. Casey, B. C. Dickinson, W. C. Fells, F. M. Firor, W. F. Schluderberg, G. A. Schmidt, F. A. Vogt.
Ladies' Committee—Mrs. A. T. Robe.

Chairman; Mrs. A. N. Benn, Miss Godrun Carlson, Mrs. B. C. Dickinson, Mrs. Norman Draper, Mrs. Pendleton Dud ley, Mrs. William E. Felin, Mrs. R. H. Gifford, Mrs. W. F. Schluderberg, Mrs. F. S. Snyder, Mrs. W. W. Woods. , 1928.

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A Little Human Interest

The better half was much in evidence at this convention. Wives of the first and second presidents of the Institute attended their first packers' convention outside of Chicago. Mrs. Thomas E. Wilson and Mrs. Charles E. Herrick added both dignity and geniality to the atmosphere of the meeting.

M. D. Harding brought Mrs. Harding and her niece. Myrick has attended every one of the 23 packers' conventions, and has seen pretty near three generations of packers come and go in that time.

Two more "first to lasters" were A. T. Pratt of the Paterson Parchment Paper Co. and Samuel Stretch, the spice man. Neither has missed a meeting since the start, and neither ever talks business at one.

Two of the original "three musketeers" were present—W. J. Mullalley of the American Can Co. and "Salt" Williams. The third, Fred Higbie, deserted his old pals for the first time and remained in Chicago.

W. F. Schluderberg and wife motored over from Baltimore, getting up at 4 a.m. for the start. That's nothing for a packinghouse man, however. Will brought his bride to the last convention held at Atlantic City—and she still looks like one. A perpetual honeymoon for that jolly pair.

Horace Wetmore was a lone tripper, Mrs. Wetmore being too much engrossed in settling the new home they recently purchased at Wheaton, Ill. Horace's better half was a bride at the last seashore convention, too.

George A. Casey of Wilmington had an unexpected pleasure in being able to bring Mrs. Casey, who had been ill in Chicago, but who made a miraculous recovery in time for the convention.

The only convention E. S. Waterbury ever missed was one during the war, when he was in Russia. He was at Atlantic City with Mrs. Waterbury for chaperone. Omaha continues to agree with Ed.

Lester Armour and W. W. Shoemaker were two of the most popular unattached at the convention. Didn't have a minute to spare for mere men.

R. W. Howes brought Mrs. Howes down Sunday morning, and there wasn't a thing missed from that time on. Dick is as lively as ever, and so is his better half.

Fred Burrows was greatly missed, and so was Mother. Their table at the dinner dance always was a center of attraction.

George H. Rader and H. W. Cook represented the Reading Abattoir Co., and did not miss a meeting.

John F. Tippett, president of the International Products Corporation, of New York and South America, was beaming on a host of friends. To many veterans he is still the "Whitey" of the good old days.

Another South American visitor was R. K. Hughes, general manager of the Continental Products Co., Sao Paulo, Brazil. Mr. Hughes was brought up in the packing industry in the States, and is here with his family for a visit.

Jesse Dietz, the trading wizard of the American Stores Co., was on hand early and everywhere, but was very quiet and modest about it.

S. C. Bloom and Chas. F. Kamrath, the new team hooked up for the benefit of the packing and refrigeration industries, were greeting their many friends.

Frank Hagenbarth of Idaho, president of the National Wool Growers' Association, has attended so many packers' conventions that he forgets he is not at home, and gets up to make a motion just like a member.

W. B. Smith, general manager of the Theurer-Norton Provision Co., Cleveland, O., was on time for the sectional meetings, and then went home to run the business while M. C. Teufel came down for the convention. Smith took an airplane trip to Lakehurst to see the Graf Zeppelin.

Brooklyn carried off the honors at the convention, when Frank M. Firor and Henry C. Bohack made the speeches which seemed to attract the most comment. Both live wires and able merchandisers: Frank brought Mrs. Firor and their two daughters, Mrs. Elsie M. Dodd and Miss Josephine Firor. Norman Plaatje, the right bower, came along also.

Andrew M. Loeffler's friends were looking for him to congratulate him on his election as vice-president of Adolf Gobel, Inc. A deserved selection, indicating once more Frank Firor's good judgment.

Lewis Hull, president of the Hull & Dillon Packing Co., Pittsburg, Kas., brought Mrs. Hull. It was their first convention, the genial Ed Henneberry having done the honors in previous years. But Mr. Hull was a gold star veteran and had to come to get his gold button.

Louis Kahn of Cincinnati, head of the handsomest new packinghouse in the country, was equally happy with his handsome family—Mrs. Kahn, Miss Ruth and Louis, Jr., the budding orator and chip off the old block.

"Prince Albert" Rohe and Mrs. Rohe gave the conventioners a treat when they brought the jolly Dr. Steadman, the famous Brooklyn throat specialist, as their guest. The Doctor never missed an item on the program, and that 18-karat smile was turned on all the time.

Jos. T. Kurdle and Mrs. Kurdle were in the Baltimore delegation and enjoyed everything. So did Howard R. Smith.

W. F. Clifford, representing the Agar Packing Co. at New York, was present with Mrs. Clifford.

The J. S. Hoffman Co. headquarters at the Traymore was never deserted when open (Jake never allows it to be open during convention sessions.) President Jake, Vice-President Sol Salinger, General Sales Manager Katz and the rest of the staff were admirable hosts.

One of the first-timers was Edward S. Knauss, of Knauss Bros., Pough-keepsie, N. Y. He was so much impressed that he intends to join the Institute.

General Manager Chas. F. Dietz of the Brecht Corporation, New York, was present, along with those veterans of the casings business, Hugo Boehm and L. R. Hausman. The princely Chas. von Brecht and Mrs. von Brecht were missed.

The Cincinnati delegation of packers included Elmore Schroth, Norman Schroth, Ray Meyer, Harold H. Meyer, George Schlereth, Frank Grote, Geo. Kaufman and Louis Kahn and his son.

The dapper auburn-haired gentleman was Jack Thomas—yes, and Certified.

M. C. Teufel had his gang on hand this year. That's the sure way to get in on each meeting and session. Ben Smith, R. C. Theurer and August Lucht,











MEN WHO HAVE HELPED TO MAKE PACKINGHOUSE HISTORY.

1-A. L. Eberhart, packer executive and sales teacher extraordinary.

2-H. J. Bicket, general manager Wilson & Co., Kansas City.

3-Julius Moohr, Armour and Company, New York, who is probably the oldest dry sausage salesman in the country.

4—Jesse Lake, Boston, sausage casings expert and dean of casings salesmen, 5—Chas. F. Peters, McKeesport, Pa., who can play golf as well as pack pork.

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in addition to M. C. himself, made up the roster.

E. O. Freund of the Visking Corporation brought Mrs. Freund. The attendance of the better halves is increasing each year.

Sam Bloom of Bloom & Kamrath, Inc., appeared in a hard hat, but it was not a brown one.

Charles A. Streets, broker from Cleveland, although handicapped with the loss of his glasses, saw his way through in good style.

If you missed hearing his royal highness, George Mayle, ask for a copy of how to entertain without telling stories. He can also tell you plenty about Liquaspice.

The pride of Kentucky, Henry Fischer, and his brother, Jacob Fischer, were active participants in convention activities.

C. M. Van Paris and H. M. Shulman of Hammond-Standish, Detroit, radiated their pleasing personalities everywhere. President Taliaferro, one of the veterans, was unable to attend.

"Con" Yeager of Pittsburgh greeted his many friends and presented them with a very unique pencil which writes in four colors. A memo book accompanied the pencil, and if any one missed getting these attractive souvenirs just drop a line to the Con. Yeager Co., Pittsburgh, Pa., and he will see that you are supplied.

The Mechanical group was headed by President F. N. Beeson, ably assisted by Vice-President J. W. Hubbard, also J. A. Keating, J. E. Castino, H. E. Johnson, K. D. Kubagh, F. A. Knight and J. C. Mellon. A Wahl Eversharp pencil was presented to all who behaved themselves, and it was learned that nobody went without a Mechanical pencil.

Another convention added to the record of A. H. Pratt of the Paterson Parchment Paper Co., who hasn't missed one since 1907. He had to carry the load alone this time, as other conventions being held at the same time required the attendance of his collegatives.

Some more younger generation for the industry. Henry Manaster, of Harry Manaster & Bro., brought his nephew, Julius Manaster, a son of Harry, the president of the company. Incidentally the record of Harry Manaster & Bro. makes Julius' future an envishle one. The "Boss" delegation from the Cincinnati Butchers Supply Co. included "Daddy" Dupps, John J. Dupps, Jr., Oscar and Gustav Schmidt. The Boss himself was missed; he used to be one of the regulars. Daddy Dupps is looking younger than ever, and feels it more when folks refer to him as a brother of Dupps, Jr. (A new one for the book.) An Autopoint pencil bearing the name of their company was presented to their many friends and acquaintances.

Father and son of the Randall family divided the five days of activities. R. T., Jr., took the first three days, and R. T., Sr., the last two days.

E. K. Carrigan and Karl N. Loeder, exclusive hog order buyers of Omaha, Kansas City and South St. Joseph, were interested visitors at the gatherings.

Howard Wilson of Allied Packers is an untiring worker for production efficiency. He hunts and fishes with the same determination, and usually gets results.

Ira J. Newman, vice-president of the United States Cold Storage & Ice Co. of Chicago, motored to the convention, stopping at several packing plants en route. The new and enlarged curing facilities of the company make it outstanding in this end of the business.

W. B. Allbright was pilot of the Allbright-Nell Co. crew, and ably assisted by Norman J. Allbright, A. O. Lundell, A. E. Ozanf, A. E. Kaeslin and Lee Lambert. W. B. Allbright is one of the honored pioneers of packing industry development.

J. K. Noll, vice-president of the Victor Cooler Door Co., Hagerstown, Md., certainly seemed to be enjoying the sea breezes.

Wm. H. O'Connor, Newark, N. J., motored down with Mrs. O'Connor. He was glad to see some of his friends.

Taylor Fithen, of the Victor Cooler Door Co., as soon as the convention was over, left for another. A busy man.

The Package Machinery Co., Springfield, Mass., was ably represented by Mr. C. A. B. Smith.

H. A. Amberg, president of C. A. Durr Packing Co., Utica, N. Y., was accompanied by Mrs. Amberg. Herman enjoys all convention features, and so does the genial Mrs. Amberg.

Fred Vogt, president of F. G. Vogt & Sons, Inc., Philadelphia, did not let the plans of their new plant interfere with

his attending the meetings. Fred had his usual genial smile with him. Brother Charles and son Adolph also dropped in.

F. B. Early, of Early & Moor, Inc., Boston, New England's progressive sausage casing house, seemed to be enjoying Atlantic City with his many friends. He always does.

Earl E. Sabean, president of the Worcester Tram Rail Co., Boston, Mass., was noticed renewing old friendships and making new ones. With him was J. Foster, vice-president of the Foster Beef Co., Manchester, N. H.

Vice president Homer Davison of the Institute had his bride with him, and was observed of all and envied by all.

Beecher Starbird, car route sales manager, Armour and Company, and litterateur of note, was a popular attendant. Sales managers and salesmen might find something of value in Beecher's avocation of reading the best books.

Vice president H. C. Carr, E. F. Linn and W. J. Ramey represented Libby, McNeil & Libby at the convention.

Mrs. George L. McCarthy of New York, whose husband was the organizer of the American Meat Packers' Association, and its executive officer until his death, came down Sunday and stayed for the meetings. She is still interested.

General sales manager A. V. Crary of the Continental Can Co. was at both Atlantic City and New York meetings, as genial and active as ever, and as interested in everything worth while.

A surprising visitor was C. H. A. Wannenwetsch, the rendering machinery expert, who had not been heard from for years. He is now located at Erie, Pa., and is active in his field.

R. C. Jordan of Baltimore, the ham retainer wizard, was smiling over the success of his latest models. He is a firm believer in the value of THE Na-TIONAL PROVISIONER.

Alden B. Swift was another member of the family present at the meetings, as quiet and modest as the others, but missing nothing.

President Erwin O. Freund of the Visking Corporation, assisted by H. R. DeCressey and Donald Roberts, exhibited the "Nojax" wonders in their rooms at the Traymore.

That was a great idea—taking the entire convention from Atlantic City to New York on fast special trains atter the Tuesday adjournment. The ride was another dinner and reception added to the entertainment program.

After hearing vice president Elisha Lee of the Pennsylvania tell in his convention speech of the need for maintaining public good will, the members who travelled home on the famous Pennsylvania Limited wondered how good will could be maintained with one dining car for 200 excess fare passengers, and a short crew in the kitches at that. A little bird whispered that this was the regular thing, and for purposes of economy. Guess Elisha didn't know about it, seeing as he travels in a private car.

(Continued on page 229.)



SOME OF THE DYNAMOS OF THE KENNETT-MURRAY ORGANIZATION.
Only five of the field marshals of this livestock buying organization got to
the convention, but they made up for the others.

Lelt to right: Harry Sparks, St. Louis; Chas. Renard, Indianapolis; Bob Colina, the Omaha whirlwind; J. T. Brown, Sioux City; and C. B. Heinemann, manager service department, Washington, D. C.

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PAUL I. ALDRICH, Editor and Manager

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President-Wm. Whitfield Woods, Institute of American Meat Packers, Chicago. Vice-Chairmen—E. A. Cudahy, Jr., Chicago; J. J. Felin, Philadelphia; Jay C. Hormel, Austin, Minn; Chester Newcomb, Cleveland, Ohio; A. T. Rohe, New York.

Cleveland, Ohio; A. T. Rohe, New York.

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G. F. Swift, Swift & Company, Chicago;
Thomas E. Wilson, Wilson & Co., Chicago; and F. S. Snyder and W. W. Woods
ex-officio.

Institute Plan Commission—Thomas E. Wilson, Chairman, Wilson & Co., Chicago. Directors (3 year term)—Oscar G. Mayer, Oscar Mayer & Co., Chicago; T. P. Breslin, Standard Packing Co., Los Anseles, Callf.; W. F. Schluderberg, Wm. Schluderberg-T. J. Kurdle Co., Baltimore, Md.; Thomas E. Wilson, Wilson & Co., Chicago; F. R. Warton, Allied Packers, Inc., Chicago; A. T. Rohe, Rohe & Brother, New York,

Directors (2 year term)—Charles Directors (2 year term)—Charles E. Herrick, Brennan Packing Co., Chicago; Elmore M. Schroth, J. & F. Schroth Packing Co. Cincinnati, Ol.io; L. E. Dennieg, St. Louis Independent Packing Co., St. Louis, Mo.; John R. Kingan, Kingan & Co., Indianapolis, Ind.; E. C. Andrews, Jacob Dold Packing Co., Buffalo, N. Y.

Directors (2 year term)—I. F. Decker

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Directors (1 year term)—J. E. Decker,
Jacob E. Decker & Sons, Mason City,
Iowa; F. Edson White, Armour and Company, Chicago; R. T. Keefe, Keefe-Le
Stourgeon Packing Co., Arkansas City,
Kans.; S. T. Nash, Cleveland Provision
Co., Cleveland, Ohio; J. W. Rath, Rath
Packing Co., Waterloo, Iowa; Frank M.
Firor, Adolf Gobel, Inc., New York.

An Inspirational Meeting

The 1928 convention of the Institute of American Meat Packers recorded rapid strides in the industry, and laid the foundation on which an unprecedented future progress can be built.

While good fellowship was evident everywhere, it was a really serious convention. There was an appreciation on the part of all that the industry was at a point from which new highways must be traversed in search of success. Everyone was there to learn something, and no one went away disappointed.

Perhaps the greatest treat ever furnished those attending a convention of any industry was the privilege of doing honor to seven of the most noteworthy builders of civilization the world has

From the first talks given at the sectional meetings, to the last one of the Conference of Major Industries, the proceedings added laurels as they went, climaxing in the dinner to the Pioneers of Industry. Every executive in the meat industry must have gone back to his business with new ideals and a determination not previously possessed.

Meat packing indeed seems on its way to the forefront of profitable in-

World Pork Trade Prospects

Europe is recognized as the greatest competitor of the United States in the world pork trade. The heavy production of hogs in Continental Europe during the past year or more has had an adverse influence on both the demand and price for the American product.

Indications now point to a reduction in the numbers of hogs in most European countries. The July census of hogs in Denmark indicates a reduction of 10 per cent.

During the fiscal year 1927-28 a decline in the export prices of pork and lard resulted in a reduction of about 10 chant was very glad to get rid of. per cent in the total export value of these products. There was an increase in all lines. It is wrecking some busiof 6 per cent in the volume of lard ex- nesses that are outwardly prosperous ports, but the total value was somewhat but inwardly sick. The merchant who less than was the case the previous loses fifty customers in a month, re-

ing the fiscal year showed a decline of position. There is something radically 11 per cent in quantity and 22 per cent wrong with his business.

in value. Bacon exports to the United Kingdom, the principal market for this product, were less than last year.

The decline in hog population in Europe and of breeding sows in the United Kingdom is encouraging for the American packer. As has been pointed out, he cannot make money in the export trade on product he does not export. Also, the domestic market is without the stabilizing influence of this larger export business.

If the hog market in this country is not too high, and product can be manufactured at a price that will move readily into European trade channels, the export outlet for 1929 gives promise of being somewhat more satisfactory to the American packer.

Why Customer Turnover?

A retail meat dealer recently boasted of the fact that in one month he added the names of fifty new customers to his books.

He is in business in a small community, and on the face of things it appeared that he had made worth-while progress. But a little questioning brought out the fact that the situation was not as rosy at it seemed.

This retailer had gained fifty new customers, it is true. But during the same period he lost forty. His net gain, then, was but ten.

And it developed further that he had gained and lost customers in a similar manner for some time past. He was making progress, but it was a dangerous form of progress.

He had not analyzed the situation thoroughly enough to know what kind of customers he was losing, and what kind he was gaining. For all he knew he was losing those who were desirable and who paid their bills, gaining those who would be expensive for him in the end, and those some other mer-

This "customer turnover" is going on gardless of the number he gains to take Exports of hams and shoulders dur- their place, is in anything but a secure

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Double Refined

Nitrate of Soda

Nitrate of Potash

(Saltpetre)

TO INSURE the best possible results in curing, use REX BRAND DOUBLE-REFINED NITRATE OF SODA or our Nitrate of Potash. It is especially adapted for packers and is extensively used by members of the Institute of American Meat Packers. Complies with the Bureau of Animal Industry requirements. Write for prices.

Immediate Deliveries

Stauffer Chemical Company

420 Lexington Ave., New York City 111 West Washington St., Chicago, Ill.

To the Sa Matter Assessment of the San

20 MULE TEAM BORAX

Antiseptic

Cleansing

Deodorizing

Use 20 MULE TEAM BORAX when any cleansing is to be done. It softens water. It cleans thoroughly. It inhibits the growth of the bacteria of decomposition and leaves things sweet and wholesome. It is especially good when washing anything that comes in contact with meat, because it is harmless.

PACIFIC COAST BORAX COMPANY

100 William St., NEW YORK

Chicago, Ill.

Wilmington, Cal.

Uniformly Superior Cure Means Steadily Increasing Sales

Priced %c lower than our standard granulated sugar f.o.b. Reserve, La,

Nothing promotes sales like fine color and tasty flavor in meat products . . . when it never varies. Godchaux's Curing Sugar is especially prepared by packinghouse men to meet these requirements. It is much cheaper than granulated, its only true competitor. More and more packers are coming to Godchaux's—and staying with it.

Get the details, write

Tested by the Research Department Institute of American Meat Packers

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BICARBONATE OF SODA
MUDIFIED VIRGINIA SODA
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BLEACHING POWDER
ANHYDROUS AMMONIA
AQUA AMMONIA

SPECIFY **MATHIESON AMMONIA**

THE complete manufacturing and THE complete manufacturing and shipping facilities of the Mathie-son plant at Niagara Falls, New York, assure every purchaser of Mathieson Ammonia utmost value in product as well as utmost efficiency in service. Warehouse stocks at all

distributing centers. Just specify EAGLE-THISTLE Ammonia.

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Consolidated Rendering Co.

Manufacturers of Tallow, Grease, Oleo Oil Stearine, Beef Cracklings, Ground Scrap, Fertilizers Dealers in Hides, Skins, Pelts, Wool and Furs

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Boston, Mass.

GEO. H. JACKLE

Tankage, Blood, Bones, Cracklings, Bonemeal, Hoot and Horn Meal

40 Rector St.

New York City



How about ham boilers?

WHATEVER the equipment—ham beilers, hog trollers, meat hooks, cutting tables, wats, grinders or mixers—Meat Packers' Oakite will clean it better and save time, labor and money. Write for booklet.

Oakite is manufactured only by

OAKITE PRODUCTS, INC.

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Industrial Cleaning Materials ... Methods

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Provision and Lard Markets

WEEKLY REVIEW

Prices Lower—Hog Movement Liberal
—Demand Rather Unsatisfactory—
Liquidation in Futures.

The hog market has continued under pressure and prices have broken to the lowest of the movement, with the market down over \$3.00 per hundred from the high point of the season. The receipts have run consistently in excess of last year, and with the trade impressed with a belief that there are plenty of hogs to come forward, prices were easily influenced and the market steadily lost ground.

The total receipts at western points last week were 496,000 compared with 415,000 last year. The average weight of the hogs received at Chicago was 243 pounds against 236 pounds last

Rather interesting comparisons in prices of live stock are shown in the figures of the average price last week of all live stock at Chicago. Hogs, which since sold down to about 94c average, were \$9.70 for the week, compared with a six-year average of \$10.30. Cattle were \$14.60 against \$15.25 the previous week and a six-year average of \$11.10.

The average price of sheep was down to \$5.75 against an average of \$6.40, and lambs were \$13.10 against an average of \$13.85. The shift in the price of hogs has been radical and shows how sensitive the market really was to any real pressure of movement from the country. The fact appeared to be that the high price checked the demand for product to such an extent that packers were put in a very unfavorable position for paying the high price, while the country was very ready to liquidate at about 10c per pound.

Hog Supply Liberal.

The heavy movement of hogs is likely to keep up as the supply in the country is liberal. The usual late fall and winter movement is on, but the decline in the market is quite likely to cause some reduction in the actual receipts for a while. The movement of cattle is still quite liberal, although the past week's total was less than last year. The movement of sheep was not very heavy.

very heavy.

There has been evidence of quite a little liquidation in the futures market, and prices for the future deliveries were down this week to the lowest prices of the decline. The December delivery of lard was off nearly 2c per pound from the high point of the market, and the market for ribs off

about %c per pound.

The weakness in the lard market was possibly due to the pressure of the last stock of lard, together with the weakness in hogs, while the market for oil has been only about steady. This made a situation where there was quite a decided competition with the lard market

Prices Curtail Consumption.

The export movement of the product continues quite disappointing for meats.

There seems to be very little evidence of any improvement in the foreign demand. This is due possibly to the relative price. In lard there has been some increase in the export movement, but the total is still only moderately active.

The decline in hog prices which has taken place from the high of the season, has been so radical as to mean a distinct readjustment of retail prices for meats, although the decline in prices in the retail trade has not been as pronounced as the decline in the hog market. The high price at which all meats were selling in the summer had a distinct influence on the consumption, according to the statements of those interested in the distributing trade. Prices were so high that buyers were compelled to use every economy, and the amount of money involved caused a very close scrutiny of credits. This made for some check in actual sales and distribution.

distribution.

Ideas in the trade as to the livestock movement for the next two months indicate that there is likely to be a continued liberal movement of hogs. This may have still further influence on the downward tendency of the market. There appears to be a belief that the number of hogs in the country to come forward is very liberal, but whether the marketing will be as free when the hogs which were fattened on the higher priced corn are moved is somewhat of a question.

Feeder Sales Large.

With the decline in hog prices, the market shows a relative loss in feeding operations based on the prevailing prices of corn in the terminal markets. But on the basis of ideas as to the value in December, the recent market of hogs represents about the prevailing price of corn.

The movement of cattle to the feed lots continues quite heavy. This is expected to continue for a little while longer. The total movement of cattle has been quite good, but owing to the large sales to feeders, the amount which has come to market for slaughter has not been enough to prevent the prevalence of very high prices.

There appears to be a little evidence that the heavy movement of sheep is about over. The number back in the country to be moved was so large that the special investigation of the Department of Agriculture pointed to a probable surplus of nearly 1,500,000 extra movement of lambs this fall up to November.

PORK—The market at New York was quiet and steady with mess quoted at \$32.50; family, \$36.00; fat backs \$28.00@31.00. At Chicago, mess pork was quotable at \$32.00.

LARD—The market was somewhat easier, influenced by hogs and weakness in futures, but demand for lard was reported fair. At New York, prime western was quoted at \$12.25@12.35; middle western \$12.15@12.25; city, 11%c; refined continent, 13c; South America, 13%c; Brazil kegs,

14%c; compound, car lots, 12c; less than cars, 12%c. At Chicago, regular lard in round lots was quoted at October prices; loose lard, 5c under October; leaf lard, 27%c under October.

BEEF—The market was firm, but trade was moderate, with mess, New York, quoted at \$24.00; packet, \$26.00@28.00; family, \$30.00@32.00; extra India mess, \$44.00@46.00; No. 1 canned corned beef, \$3.10; No. 2, 6 lbs. South America, \$16.75; pickled tongues \$75.00@80.00 per barrel.

See page 233 for later markets.

BRITISH PROVISION CABLE

(Special Cable to The National Provisioner.)
Liverpool, Oct. 26, 1928.—General provision market extremely dull. Hams and picnics, demand very poor; square shoulders and pure lard, dull. Buying for Christmas trade very moderate on A. C. hams. Offerings continue quite liberal for deferred shipment; buying response light.

Today's prices are as follows: square shoulders, 82s; American cut hams, 105s; long cut hams, 114s; Cumberlands, 89s; short backs, 90s; picnics, 58s; Wiltshires, none; clear bellies, 87s; spot lard, 63s 3d.

EUROPEAN PROVISION CABLES.

The market at Hamburg was rather quiet during the week ended October 20, according to cable advices to the United States Department of Commerce. Receipts of lard for the week were 1,464 metric tons. Arrivals of hogs at 20 of Germany's most important markets were 98,000, at a top Berlin price of 18.60c a pound, compared with 108,000 at 15.78c a pound, for the same week last year.

The Rotterdam market was weak with demand poor to fair.

The market at Liverpool was rather quiet. All stocks small and consumptive demand poor.

The total of pigs bought in Ireland for bacon curing was 34,000 for the week compared with 25,000 for the same period last year.

The estimated slaughter of Danish hogs for the week ended October 19, 1928, was 83,000.

LIVERPOOL PROVISION STOCKS.

Imports of provisions into Liverpool for the month of September, are reported as follows by the Liverpool Provision Trade Association:

																			200	16	ep:	t.,	1				
Bacon,																											
Hams											 						,			,	.3	,3	20),	5	71	
Lard			. ,																		.1	.5	44	L.	01	01	į

The approximate weekly consumption ex-Liverpool stocks is as follows:

		Bacon,	Hams,	Lard,
		lbs.	lbs.	lbs.
Sept.,	1928	1,111,040	867,664	858,000
Aug.,	1928	1,174,992	1,296,176	1,084,000
Sept	1927	1,400,336	1,117,872	1,372,000

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CONTROL Powers Thermostatic Regulators are accurate and dependable. There is one for every process in the packing industry. us about any temperature problem troubling you and we will send bulletin describing the type of regulator that will give you the best results. 37 Years of Specialization in Temperature Control 2725 Greenview Ave., Chicago. Also 35 other cities. RC3594 REGULATOR

PORK PRODUCTS EXPORTS.

Exports of pork products from the principal ports of the United States during the week ended Oct. 20:

HAMS AND SHOULDERS, INCLUDING WILTSHIRES.

W	Jan. 1,'28.
1928.	Oct. 22, Oct. 13, Oct. 23, 1927. 1928. 1928. M lbs. M lbs. M lbs.
Total 697	
United Kingdom 668 Other Europe	30 1,534
Cuba	
BACON, INCLUDING	G CUMBERLAND.

726 103.542

To Germany	89	75	170	7,348
United Kingdom.	483	1,409	403	42,254
Other Europe	319	43	148	33,349
Cuba	32		3	14,003
Other countries	64	138	2	6,588
	LARD			

Total	9.839	13,778	581,050
To Germany 4,470	3.292	6,199	137,891
Netherlands 875	559	495	27,900
United Kingdom, 3,345	3,163	4.120	188,915
Other Europe 1,191	361	1,097	61,630
Cuba 1,324	1,746	1,403	65,889
Other countries 736	718	464	98,825
PICKIED I	DODE		

Total	211	93	231	26.118
To United Kingdom	7	27	20	5,455
Other Europe	13	7	10	1.340
Canada	107	20	114	6,118
Other countries	84	39	87	13,205

TOTAL EXPORTS BY PORTS. Week ended Oct. 20, 1928.

	s and		Pickled			
	lders, lbs.	Bacon, M lbs.	Lard, M lbs.	pork, M lbs.		
Total	 697	987	11,941	211		
Boston	 . 2	55		34		
Detroit	 . 513	291	1.349	7		
Port Huron	 155	3	879	93		
Key West	 . 4		1.164	30		
New Orleans .	 . 23	53	887	54		
New York	 	585	7.396	13		
Philadelphia	 		266			

DESTINATION OF E	XP(ORTS.	
Exported to:		oulders, M lbs.	Bacon, M lbs.
United Kingdom		. 655	483
Liverpool		. 282	424
London		. 82	58
Manchester			
Glasgow		. 136	1
Other United Kingdom		. 165	
Exported to:			Lard, M lbs.
Germany (total)			. 4.470
Hamburg			. 140
Other Germany			. 4.330

AUG. MEAT EXPORTS.

Domestic exports of specific classes of meats and meat products from the United States during August, 1928, are officially reported as follows:

Beef, pickled or cured 1,12		,466
Pork carcasses 14	9,828 22	2,265
Loins and other fresh pork 71	2,541 123	,751
Wiltshire sides 6	7.851 12	2,681
Hams and shoulders 13.40	1.953 2.788	3,781
Bacon10,94	4,819 1,698	400
Cumberland sides 48	8,844 98	3.384
Pickled pork 3,47	4,533 552	2,683
Sausage 25	2,790 73	3,438
Lard50,65	8.355 6.804	.145
Neutral lard 1,62	5,770 227	,677

Shipments from the United States to non-contiguous territories:

Alaska—Beef, pickled or cured, 1403 lbs.; sausage, 23,610 lbs. Hawaii—Beef, pickled or cured, 2,140 Hawaii—Beef, pickled or cured, 2,140 lbs.; pork carcasses, 20,894 lbs.; loins and other fresh pork, 48,365 lbs.; hams and shoulders, 116,375 lbs.; bacon, 37,891 lbs.; pickled pork, 41,573 lbs.; sausage, 62,622 lbs.

Porto Rico—Beef, pickled or cured, 1,183 lbs.; loins and other fresh pork, 6,385 lbs.; hams and shoulders, 712,657 lbs.; bacon, 104,437 lbs.; pickled pork, 1,121,499 lbs.; lard, 893,711 lbs.

MEAT IMPORTS AT NEW YORK.

Imports of meats and meat products received at the port of New York for the week ended Oct. 20, 1928:

Point of origin. Commodity.	Amount.
Canada-Quarters of beef	400
Canada-Vealers	225
Canada-Cooked ham	132 lbs.
Canada—Bacon	
Canada-S. P. ham	
Canada-Meat products	360 lbs.
Canada—Sausage	770 lbs.
Germany—Sausage	1.634 lbs.
Germany-Smoked pork	443 lbs.
Germany—Canned meats	258 lbs.
England-Bacon	981 lbs.
Argentine-Canned corned beef	18,000 lbs.
Ireland—Bacon and hams	5,183 lbs.
Italy—Sausage	1.824 lbs.
Italy—Smoked hams	233 lbs.

HOWARD R. TOLLEY ADVANCED.

Howard R. Tolley, who has been principal economist in charge of the division of farm management and costs of the U.S. Bureau of Agricultural Other Germany

4,330

Economics, has been promoted to the position of assistant chief of the Bureau's records.

CASINGS IMPORTS AND EXPORTS.

Imports and exports of casings into and from the United States during July, 1928, are given by the U. S. Department of Commerce as follows:

IMPORTS.

Sheep,	1.4	amb and		
-	Go	at.	Oth	ers*
Lbe	8.	Value.	Lbs.	Value.
France 3,13	30	\$4,385	11,023	\$1,900
Jermany 3,48	33	1,872	76,879	10,770
Freece 5,89	19	11,844		******
Hungary 8	30	94	*****	*****
atvia			1,466	125
Netherlands 78	35	762	17,728	6,246
Poland & Danzig		*****	203	356
Roumania 2,33		1,475	810	1,554
S. Rus. in Europe 40,32		134,402	******	*****
Spain 2,02		4,070	******	******
United Kingdom 24,63		26,891	12,271	5,027
Canada119,67		122,457	162,496	30,004
Mexico 1,63		1,100	000 044	*****
Argentina 19,20		14,546	362,642	96,365
Chile 5,71		4,406	89,886	42,237
Uruguay		4 040	262,235	58,215
Aden 1,06		1,349	07 000	*****
China 55,85		83,188 21,167	87,023	94,536
raq 12,02 Persia 1,40		3.089	*****	*****
		6,092	9.050	******
Syria 1,82	00	19,993	2,050	5,008
Furkey 11,10		157,037	5,748 72,270	10,740
Australia171,87 New Zealand 67,22		61,767	12,261	27,062
New Zealand 67,22	er.	01,101	12,201	1,628
Total551,28	80	681,986	1,176,991	387,882

*Includes hog casings imported from China, Russia, etc. EXPORTS.

Hog Casings Lbs. Value. Beef Casings Lbs. Value. 2,280 33,200 4,065 11,591 2,179 1,876 3,576 4,461 1,200 137 53,406 1,036,050 166,824 Belgium 6,869 Denmark Finland France Germany .313,873 Italy Netherlands Norway ... Portugal ... Russia 122,122 20,066 36,362 6,867 .. 61,133 8,079 560 3.859

Spain ... Sweden 50,188 2,650 4,996 16,637 1,285 4,070 16,407 16,398 10,265 5,136 2,173 1,961 200 1,183

 Sweden
 2,650

 Switzerland
 4,996

 United Kingdom
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 Canada
 4,005

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Ber 568 905 140 Bermudas Haiti 315 545 1.263 abia 8,500 88,384 1.102 Australia
New Zealand
Union of S. Afr.

1.192 928.561 316.849 1.306.380 215.707

Exports of other casings were as fol-To Germany, 144,643 lbs.; value, \$55.
To the Netherlands, 536 lbs.; value, \$461. To the United Kingdom, value, \$401. To the United Kingdom, 41,513 lbs.; value, \$61,571. To Canada, 97,032 lbs.; value, \$15,093. To British Honduras, 353 lbs.; value, \$46. To Mexico, 1,478 lbs.; value, \$1,102. To the Bermudas, 126 lbs.; value, \$50. To Cuba, 1,020 lbs.; value, \$797.

36,873 6,080

LARD AND GREASE EXPORTS.

Exports of lard from New York, 00 tober 1, 1928, to October 24, 1928, 23, 110,287 lbs.; tallow, 40,000 lbs.; grease, 3,943,600 lbs.; stearine, 8,000 lbs.

What are the characteristics of astral lard, and for what is it used? An "The Packer's Encyclopedia," the "blubook" of the meat packing industry.

Cold Storage Installation

All Kinds of Refrigerator Construction JOHN R. LIVEZEY

Glenwood Avenue, West 22nd St., Philadelphia, Pa. 526-530 St. Paul St., Baltimore, Md. 902 Woodward Bldg., Washington, D. C.

W. P. Battle & Co. Cotton Seed Products

57 and 58 PORTER BLDG. Memphis

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Tallow and Grease Markets

WEEKLY REVIEW

TALLOW—The position of the tallow market at New York the past week continued very firm. This was the result of limited offerings and a fairly good demand. Producers are generally dull but very statement of the tallow market at New York the past week was quoted at B white, 8%c; At Chicago, dull but very statement of the tallow market at New York the past week was quoted at B white, 8%c; good demand. Producers are generally reported in a well sold-up position and they maintained their ideas around 9½c for extra f.o.b., New York. At this level there were unconfirmed reports of some business passing. At any rate, it was evident that the producer had the unper hand and that have ducer had the upper hand and that buyers needing supplies would have to meet the producers' ideas. Some off grade tallow was reported available at

The strength in the market, in a general way, continued as a result of light production and scarcity of nearby palm oils. Firmness in other soapers' materials was also a feature. At New York, special was quoted at 9½c; ex-

tra, 94@9½c; edible, 10½c.

At Chicago, the market on tallow At onicago, the market on tallow was dull but firm, with large producers offering sparingly due to the closely sold-up position of the market. At Chicago, edible was quoted at 10c; fancy, 9%c; prime packer, 9½c; No. 1, 9@9%c; No. 2, at 8c.

There was no auction at London this week. At Liverpool, Australian tallow was unchanged, with fine quoted at 46s and good mixed at 42s 3d.

stead of the past week was quiet but steadier, the result of some recent export business which has lifted some of the supplies off the market. Prices in the east, as yet, have not railied, however. Oleo was quoted at 10%c. At Chicago, the market was quiet and about steady, with oleo quoted at 10%c.

OLEO OIL—Demand was rather quiet, and the market was easier as a result. Extra New York was quoted at 12%c; medium, 11@12c; lower grades, 10%c according to quality. Chicago, extra was quiet and about steady and was quoted at 12%c.

See page 233 for later markets.

LARD OIL—The market experienced a fair trade, mostly routine in charac-ter, but was steady at New York. Edible was quoted at 16½c; extra win-

handle was quoted at 10½c; extra winter, 14c; extra, 13¼c; extra No. 1, 13c; No. 1, 12½c; No. 2, 12½c.

NEATSFOOT OIL—The market was firm with raw materials, but demand was moderate. At New York, pure was quoted at 15¼c; extra, 13¼c; No. 1, 12¼c; cold test, 19c.

GREASES—A strong tone continued to feature the grease markets in the east, with a good demand at New York in evidence. Producers are reported well sold up and holding for better levels. Sales of superior house grease at New York at 8% a was reported. at New York at 8%c was reported, with producers reported holding for 8%c. Strength in tallow and some of the other soapers' materials continued to help the grease markets in general.

While sentiment in the grease mar-kets was mixed there was a tendency in leading quarters to anticipate still

higher levels. At New York, yellow was quoted at 81/4 @81/4 c; A white, 9c; B white, 8%c; choice white, 101/2@11c.

At Chicago, the grease market was dull but very steady, with a fair move-ment on small packers' products re-ported at outside consuming points. Chicago choice white grease was quoted at 9%c; A white, 9c; B white, 8%c; yellow 8%@8%c; brown at 8c.

By-Products Markets

Chicago, Oct. 26, 1928.

Blood.

Strong and scarce and nominally \$5.00 to \$5.10 f.o.b. Chicago.

Unit Ammonia Ground and unground......\$5.00@5.10

Digester Hog Tankage Materials.

Offerings feeding tankage continue light and market strong; good grades firm at \$5.25 & 10c Chicago.

	Unit Ammonia.
Ground, 11%@12% ammonia	.\$5.25@5.35 & 10
Unground, 1114 to 12% ammonia.	. 4.75@5.00 & 10
Ground, 6 to 8% ammonia	. 4.50@4.75 & 10
Unground, 6 to 8% ammonia	. 4.25@4,50 & 10

Fertilizer Materials.

Market featureless and dull. Unground bone tankage can be sold at \$25.00 per ton delivered mid-west points.

	Unit Ammonia.
High grd., ground, 10% am	\$ @4.00 & 10
Lower grd., and ungr., 6-9% as	m. 3.90@4.00 & 10
Hoof meal	
Bone tankage, low grd., per to	
Liquid stick	3.75@4.00

Bone Meals.

Some interest in bone meal in a quiet

way.														Per Ton
Raw bo	ne meal.													.\$35.00@45.00
Steam,	ground							9				٠		. @30.00
Steam,	unground	ì	,				0	9		•	۰	۰	۰	. 26.00@27.00

Cracklings.

Market continues strong with offerings below normal. Unground cake and expeller cracklings selling at \$1.25 per unit delivered Chicago.

Horns, Bones and Hoofs.

Good cattle hoofs in demand at \$45.00, Chgo., which is bid.

											1	Per !	ron
Horns. according	to	g	ri	ıd	le						.\$50.6	000	100.0
Round shin bones							٠				. 50.0	000	60.0
Flat shin bones .													
Cattle hoofs											. 45.	000	48.0
Junk bones											27.	00@	28.0

(Note-Foregoing prices are for mixed carloads of unassorted materials, indicated above.)

Animal Hair.

Market continues to mark time; no trading as yet in winter hair.

	0				_			_	_	-		
Coil	and	field d	iried								2 @	3c
Proc	essed	grey.	per li).							4 @	
Catt	le st	vitches	, each				٠.				4%@	5140

*According to count.

Gelatine and Glue Stocks.

Hide trimmings quiet; last trading big packer trimmings \$35.00; small packer trimmings around \$31.00 nom. Last sales No. 1 pigskin strips 10½c for big packer strips. Last sales gelatine scrap pig trimmings 5c.

	Per Ton
Kip and calf stock	\$31.00@35.00
Hide trimmings	. 31.00@35.00
Rejected manufacturing bones	45.00@50.00
Horn piths	@40.00
Cattle jaws, skulls and knuckles	40.00@42.00
Sinews, pizzles and hide trimmings	@35.00
Pig skin scraps and trim., per lb.	@5е

CONVENTION PERSONALS.

(Continued from page 224.)

S. Heymann, the Brooklyn retail meat magnate, attended the Atlantic City meeting at the suggestion of Al Rohe. He was so enthusiastic about it afterward that he threatens to become a regular.

President E. A. Cudahy, Jr., missed the Atlantic City meetings, but was on hand in New York.

A welcome visitor at the New York sessions was L. D. H. Weld, formerly head of Swift's commercial research department, now a New York resident.

Secretary Frank D. Fackenthal of Columbia University and Prof. George Vernon Denney of the Institute of Arts and Sciences were tireless in their efforts to see that everybody was happy at the Conference. They are naturalborn glad-handers.

Frank Morris, of Orange, N. J., having finished his post graduate studies in adult education at the Swift school in Chicago, was on hand at Columbia

Professor W. A. Johns of Swift & Company and Professor A. D. Sullivan of Armour and Company were proudly showing their Western friends the scenes of the pedagogic triumphs at Columbia. Professor Johns was ac-companied by the two Colonels—J. F. Smith of Chicago and J. A. Brady of Newark.

Jay Hormel was proud of the fact that the delicious ham served at the Columbia University luncheon was none other than Hormel's famous canned ham. It certainly didn't taste anything like commercial cooked ham.

Ed Clair, of the Republic Food Products Co., Chicago, was detained by work at their new Chicago plant, but man-

THE KENTUCKY CHEMICAL MFG. CO., Inc.

COVINGTON, KY. Opposite Cincinnati, Ohio

Buyers of Beef and Pork Cracklings

Both Soft and Hard Pressed

aged to make the New York meetings.

The work of the Master Reporting Co. in reporting the convention sessions at Atlantic City and New York was the best ever known. Typed copies of the proceedings were ready almost im-mediately after each session.

A distinguished attendant at the New York dinner was ex-mayor Carter H. Harrison of Chicago, who was present as the guest of Oscar F. Mayer, father of "our Oscar."

Jim Hills was present, as usual, to see that everybody had what they wanted. This was Jim's 23rd conven-

Henry Veeder, general counsel for Swift & Company, came to the convention to hear and learn, and to greet friends some of whom were of 25 to 30 years standing. A few more lawyers like Henry would soon stabilize the packing industry, and without fuss or feathers, either.

That Kennett-Murray bunch was up to the usual K-M mark, even if the two big chiefs were missing. C. B. Heine-mann, Harry Sparks, Bob Colina, John Brown and Charley Renard are a hand hard to equal.

E. S. Papy and Lorenz Neuhoff, Jr., represented the White Provision Co. of Atlanta, and did it well.

G. Ben Levinson, of the Levinson Packing Co., Newport News, Va., was an interested spectator.

John Anderson, general manager of the Pittsburgh Provision & Packing Co., came early with Mrs. Anderson, and they made a 100 per cent job of it. John knows how to do it in style.

Chas. F. Dietz, general manager of the Brecht Corporation, headed the delegation, which included Hugo Boehm, L. K. Hausman, E. S. Byk and others.

As usual sales manager Walter Mc-Farlane and superintendent Max Frankel took in the meeting for the Sullivan Packing Co., Detroit, and did

L. E. Griffin of Boston gets better every year. He had some new steps at the dinner dance this year that put the entertainment artists in the shade.

Elbert Beeman, vice president of the Mono Service Company, and F. Dodge, advertising counsel, both of whom give Newark as their postoffice address, favored the convention with their presence for a time. They were so modest about it that had it not been for their irrepressible spirit of fun we should not have known they were there.

Carl M. Aldrich, general manager of the Morton-Gregson Co., Nebraska City, took in the convention alone, but Mrs. Aldrich joined him at New York

for the big dinner.

The Blanton Company

ST. LOUIS Refiners of

VEGETABLE OILS

Manufacturers of SHORTENING MARGARINE

Did you notice that in his annual address President Oscar asked the producers to raise a blond hog? Didn't know Oscar preferred blondes.

G. E. Helck, district manager for Swift & Company at Detroit, was one of the early and interested observers. Mr. Helck is an able cooperator, and popular with his competitors.

Al Mueller, New York sales manager for the Massachusetts Importing Co.,

was a convention attendant.

The Beau Brummels of the supply business, Walter Best and Bill Dono-van were missed. Just impossible to attend this year.

Frank A. Hunter of the East Side Packing Co., East St. Louis, Ill., wouldn't miss a meeting, especially one like this.

Walter J. Richter, of John E. Smith Sons Co., Buffalo, N. Y., radiated his million dollar smile with great success -or is it the second million he is work-

E. J. Ward of the United Cork Companies was accompanied to the big dinner by Edward Bose, president of the

company.

G. S. Laudenslager and T. H. Boyer of J. K. Laudenslager Co., the spice house of Phiadelphia, were able representatives of their well-known con-

P. J. Carroll has now assumed the duties of New York sales manager of the Diamond Crystal Salt Co., succeeding Mr. Le Clare, who has been appointed general sales and advertising manager of the company with head-

quarters at St. Clair, Mich. G. E. Hinchliffe, of the western division of Johns-Manville, was an in-

terested visitor.

President L. W. Sutherland and vice president Miller, of the Sutherland Paper Co., Kalamazoo, Mich., the car-ton kings, dropped consolidation business long enough to attend the conference at New York City.

Bill Gausselin and Henry Hetzel never let each other out of sight. Both

are interested in all good things-good for others as well as themselves.

O. S. Anderson, of the V. D. Anderson Co., Cleveland, O., and J. C. Lund-mark represented the makers of the Anderson R. B. Expeller. L. J. Anderson, of the Wm. J. Stange

Co., better known as Andy, was very much in evidence with his pleasing personality and Peacock coloring.

George Osborn, provision manager for H. C. Bohack, Brooklyn, took in the convention and enjoyed his chief's triumph as a speaker.

The arrival of Charles J. Roberts of Roberts & Oake was a pleasant surprise. Charley just couldn't stay away, and he brought his Rhode Island part-

ner, George Withington, with him. F. C. Rogers of Philadelphia and New York was present with his chief lieutenants, C. E. Haman and Jos. Heineman of New York. Cooper was busy showing the Herricks his handsome new home.

E. S. Hurd represented the Louis Meyer Company of Brooklyn. Louis was too busy to make the dates.

E. B. Conley of Philadelphia, Pennsylvania representative of such houses as Roberts & Oake and Harry Manaster & Bro., was talking over the merchandising situation with his many friends. He knows how to sell.

A visitor who appreciated many phases of the meeting was Mrs. D. C. Roberton, widow of the beloved Chicago packer, who was the guest of Mr. and Mrs. R. W. Howes. She found that Dave's army of friends had not forgotten him.

L. E. Dennig, president of the St. Louis Independent Packing Co., was another packer who brought his wife. Vice presidents Al Bischoff and Walter W. Krenning were present also, but general manager E. C. Merritt was missed. Ed is recovering from another serious hospital siege, and has the sympathy of his many friends.

President John R. Kinghan of Kingan

& Company, Indianapolis, has become one of the most interested and popular convention attendants. He enjoyed every feature, and capped it all with a visit with his old friend Sir Thomas Lipton at the pioneers' dinner in New York.

President F. Edson White of Armour and Company was en route home from Europe and missed the convention, but landed in time to dress for the pioneers' dinner at New York. And he enjoyed every minute of it.

Those pioneers of industry insisted on having the pioneer of the Institute

Thomas E. Wilson—in the pictures with them, and it was a very appropri-

ate suggestion.

E. G. James, the Chicago broker, had Stanley Hess of his Chicago staff and Walter Hickey and D. A. Bell of the Boston office with him at the conven-You have to stay up late nights to beat that bunch.

Jack Agar (chip off the old block) was delighted to discover in the tenor soloist of the Sunday concert his old Chicago University classmate, Allan Rogers. Jack carried the responsibilities for the Agar family at the conven--Jim. John, Bill and Wood all be-

Major George Hoskinson, director of H. A. Lane & Co., London, was a visitor at the convention. (The photographer got his name wrong in the picture.) He began with a long-drawn-out golf victory over Horace Wetmore on Sunday, and carried his colors flying clear through to the finish.

Fred Tobin, president of the Rochester Packing Co., couldn't miss his annual bear hunt-even for the greatest meeting on record-but the company was represented by superintendent 0.

L. Espey, with Mrs. Espey, sales manager W. V. Rayhill and wife, and purchasing agent F. W. Hagerman and wife. Mrs. Tobin was with them. The Albany Packing Co. cousins were rep resented by vice president Codling and superintendent Madsen.

W. Barry Cassell of Baltimore, noted for sticking to his old friends, was breezing about the Traymore.

Sam Stretch, the spice man, who never missed a convention, was there, but his pal Charley Hanson was missing, and Sam was disconsolate.

David Madden, of the East Tenness Packing Co., was present with Mrs. Madden, and they left early on Tuesday for New York, to get in an extra trip along the Great White Way. Jay Decker was missed. There was

nobody to sing "Iowa" as a doxology at the dinner dance. Vice president Fred Duffield took his place, but as a soloist.

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Vegetable Oil Markets

WEEKLY REVIEW

Market Quiet — Undertone Steady —
New Crop Pressure Light—Cash
Trade Moderate—Outside Market
Trend Mixed — Cotton Ginnings
Awaited—Crude Steady—Seed High
—Mills Complaining—Lard Steady.

The developments in cotton oil futures on the New York Produce Exchange the past week were simply a rehash of conditions that have existed for some little time. The market backed and filled over narrow limits, with trade more or less of a professional character and limited in volume. The undertone was barely steady. Lack of important hedge pressure, continued a feature, and served to offset bearish sentiment somewhat, while irregular outside markets had a tendency to create a situation where both sides were inclined to sit tight or look on pending developments.

While the lard market was distinctly weak, it had little influence on oil. This was due to steadiness in cotton. At the same time, when cotton weakened the lard market steadied. The result was that the action in lard served to check pressure, while the develop-ments in cotton checked buying power. Cooler weather overspread the country reaching into the cotton belt, but no important frosts were noted in the south, and generally the weather was more favorable for moving the crop.

There was little or no pressure on oil futures as seed continued to rule comparatively high compared with crude, while crude did not come out freely from mill hands. Between this mixture of conditions, it was not surprising to find the marketing conditions. prising to find the marketing over a small range with a lack of leadership on both sides. Sentiment, as a whole was mixed and uncertain.

Seed Prices High.

The cotton ginning figures were anxiously awaited. Private estimates on the ginnings to date range from 7,997,000 bales to 8,526,000 bu. Regardless of the ginning figure, however, the fact remained that the south

was holding both seed and crude. This has made for comparatively small hedge sale on this market to date.

In some cases mills are complaining

SOUTHERN MARKETS

New Orleans.

(Special Wire to The National Provisioner.) New Orleans, La., Oct. 25, 1928 .-New low prices for lard, with reduced premium compared to compound, caused moderate declines in cotton oil futures and crude during the early part of the week. Upturns in lard yesterday and the first frost in sections of Oklahoma, Arkansas and Tennessee, caused small advances in oil futures with %c higher asked prices for crude, 7%c west and 8c east of river. Limited sales resultsc east of river. Limited sales resulted. Should hedging operations increase, as seems probable from the
large ginnings to date, oil will likely
ease off again unless hogs and lard
materially advance. Cotton fluctuations
are affecting oil prices less than usual,
heaching underlying supply conditions because underlying supply conditions are so radically indifferent. Therefore it may be expected that oil will follow lard more closely during the next thirty to sixty days and develop a much stronger tone only after price of cot-ton oil has reached a real attractive price level for soapmakers.

Memphis.

(Special Wire to The National Provisioner.) Memphis, Tenn., Oct. 25, 1928.-Crude is selling at 8c Valley; forty-one per cent meal is offered at \$45.00, with buyers' views less, consequently there has been no trading. Cottonseed Hulls are dull at \$8.00 Memphis.

Dallas.

(Special Wire to The National Provisioner.) Dallas, Tex., Oct. 25, 1928.—Prime cottonseed in west Texas, \$40.00; in Dallas territory, \$42.00; prime crude oil, 7%c; forty-three per cent cake and meal, f.o.b. Dallas, \$43.50; hulls, \$10.00; mill run linters, 4@5c. Warmer weather: market steady.

of the present seed prices and stating that they are facing a loss of \$3.00 a ton with crude around the 8c figure. In the southeast moderate amounts of or crude came out at 8c, but that figure was bid there and in the Valley. In Texas 7%c was bid for nearby crude and 7%c bid for January shipment. In refining circles there was more or less talk of mills being stopped up with crude oil and there was a tendency to crude oil and there was a tendency to feel that on any further break the mills might possibly let go some of their holdings.

Cash trade ruled rather moderate during the week. Compound undoubtedly was receiving more competition from pure lard, but nevertheless, reports indicated that refiners were making this production of the control of th ing fairly good deliveries against old orders. About the only new feature that entered the situation was increasing talk of the market approaching a soap kettle level. In some well-versed quarters, it was felt that cottonoil was within ½c a pound of the soap kettle. This created the impression in some quarters that cotton oil was a purchase on a scale down.

Lard Closely Watched.

Should soapers ultimately take any important quantities the statistical position of cotton oil would be materially strengthened. In this connection tion it may be well to note that tallow continues scarce and strong, with extra at New York quoted at 9% @9%c, while nearby and spot palm oils also continue in very light supply and are very firmly held.

The lard market after experiencing drastic liquidation and a persistent slump finally steadied slightly when liquidation appeared to have run its course. The hog run to market, however, continues comparatively liberal, notwithstanding the recent drastic break in hog values from the season's highs. In a general way, the trade is more inclined to watch the lard devel-opments than the cotton market as it is figured that the size of the cotton crop is pretty well defined, while the season's consumption of oil is dependent to a large extent upon the competitive basis between pure lard and

ASPEGREN & CO., Inc.

PRODUCE EXCHANGE BLDG.

BROKERS

NEW YORK CITY

REFINED

COTTON SEED OIL

CRUDE

ORDERS SOLICITED

TO BUY OR SELL PRIME SUMMER YELLOW COTTON SEED OIL ON THE NEW YORK PRODUCE EXCHANGE FOR SPOT OR FUTURE DELIVERY

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The New Orleans Refined Cotton Seed Oil Market

offers every modern facility to the trade, carrying a large volume of business, with prompt and satisfactory executions.

Effective August 1, 1928, the charge for receiving, storing, sampling, weighing, fire insurance and certificating refined cotton seed oil for each contract of 30,000 pounds up to and including TEN contracts, will be \$18.00. For each additional contract, \$15.00.

torage on each contract of 30,000 pounds shall be \$18.00 for the first month or fraction, commencing the day after date of warehouse receipt; thereafter, 50 cents per day.

There are five bonded and licensed storage yards.

The New Orleans contract is the only future contract in the world protected by an in-demnity bond guaranteeing weight, grade and quality at time of delivery.

New Orleans Cotton Exchange

Trade Extension Committee



The Procter & Gamble Co.

Refiners of all Grades of

COTTONSEED OIL

PURITAN, Winter Pressed Salad Oil **BOREAS, Prime Winter Yellow** VENUS, Prime Summer White STERLING, Prime Summer Yellow WHITE CLOVER Cooking Oil **MARIGOLD Cooking Oil** JERSEY Butter Oil **MOONSTAR Cocoanut Oil** P&G SPECIAL (hardened) Cocoanut Oil

General Offices:

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Cable Address: "Procter



The Edward Flash Co.

NEW YORK CITY

Brokers Exclusively

ALL VEGETABLE OILS In Barrels or Tanks

COTTON OIL FUTURES

On the New York Produce Exchange

COTTONSEED OIL-Market transactions:

Friday, Oct. 19, 1928.

		Sales	s. Hig	h. Low	. Bid.	A	skea.
Spot					950	a	1000
Oct.					950	a	980
Nov.					972	a	980
Dec.		1600	998	976	980	a	976
Jan.		1000	994	985	995	a	
Feb.					985	a	998
Mar.		4600	1005	1000	1000	a	1001
April					1005	a	1015
May		3000	1021	1015	1015	a	
To	tal	sales.	inc	ludin	P 81	wit	ches.

10,200 bbls. P. Crude S. E. 81/8c Sales

Saturday, Oct. 20, 1928.

Spot	 				950	a	1000
						a	969
						a	970
		800			973	a	975
Jan.	 	1500	985	984	982	a	985
					982	a	998
Mar.	 	2400	1001	1000	998	a	997
		2700					
		les, in					
		rude !				-,	,,

Monday, Oct. 22, 1928.

Spot					a	
Oct	1200	959	952	952	a	
Nov	400	967	965	955	a	965
Dec	3100	980	968	968	a	
Jan						
Feb				975	a	988
Mar						
April				997	a	1010
May						
Total						

16,800 bbls. P. Crude S. E. 8c Bid.

Tuesday, Oct. 23, 1928.

Spot				930 a	
Oct				940 8	1000
Nov				.960 a	970
Dec	. 1600	973	968	970 €	975
Jan	. 1500	977	975	977 8	979
Feb				980 8	999
Mar	. 800	998	993	995 8	998
April				995 8	1010
May	. 3900	1011	1006	1011 8	
Total					

bbls. P. Crude S. E. 8c Sales & Bid.

Wednesday, Oct. 24, 1928.

Spot												9	55	a	į.	
Oct.												0	60	a		974
Nov.																
Dec.		1	1	0	0	9	7	6	9	7	2	9	74	a		
Jan.			2	0	0	9	8	3	9	8	2	9	82	a		983
Feb.												9	182	a		997
Mar.																
April												10	003	a		1013
May																
4000														-	٠.	

Total sales, including switches, 3,100 bbls. P. Crude S. E. 8c Bid.

				1928		
Spot	 	 		940	a	
Oct.	 	 955	950	955	a	962
Nov.	 	 955	955	950	a	970
				966		
Jan.	 	 984	973	974	a	
				975		
Mar.	 	 999	998	993	a	998
				993		
				1000		
		barre				

See page 233 for later markets.

COCOANUT OIL-The market was steadier although demand appeared Reports indicated that a moderate.

good business had passed quietly between producers and consumers of late. Sales of Pacific coast tanks were reported this week at 7%c, while at New York nearby tanks were quoted at 8%c and first half or next year shipment tanks at 8%c.

CORN OIL—Demand was rather quiet, but the market ruled steady. Prices were quoted 8½c f.o.b. mills.

PALM OIL-The situation in this PALM OIL—The situation in this quarter was without any particular change. Available spot supplies are light and nearby shipment offers small. Consuming interest has been fair. At New York, spot Nigre was quoted at 8½@8%c; November-December shipment Sac snot Lagas 9½c; shipment ment, 8c; spot Lagos, 914c; shipment

PALM KERNEL OIL—Trade was rather quiet, but the market was steady. Consumers regard prices as high compared with some of the other oils. At New York, tanks were quoted about 84c and barrels at 94@94c.

about 8%c and parrels at 9% (199%c. SOYA BEAN OIL—Trade was limited and the market quiet and about steady. At New York, tanks were quoted at 10%c; barrels, 12% (12%c; Pacific coast tanks, around 9%c. OLIVE OIL FOOTS—A firm positive of the positive of the

othve out foots—A firm position existed in old crop supplies which were quoted at New York at 10½c, while new crop foots sold at 9½c and were quoted at 9½ @9¾c.

PEANUT OIL—Market nominal.

SESAME OIL—Market nominal.

COTTON OIL—Demand was mod-

erate and the market quiet and steady with store oil quoted nominally at %c October. Southeast crude, sales and bid; Valley, 8c bid; Texas, 7% c bid.

COTTONSEED PRODUCTS CENSUS.

Cottonseed products manufactured and on hand at oil mills in the United States for the season of 1928-29 to July 31, 1928, are reported by the U.S. Department of Commerce as follows: MANUFACTURED AUG. 1 TO SEPT. 30.

		Cake		Linters
	Crude Oil,	and Meal,	Hulls.	Rus.
	Lbs.	Lbs.	Lbs.	Bales
U. S	147,447,154	220,483	137,989	98,447
Ala	6,806,810	9,402	6,862	3,800
Ariz	2,126,939	3,019	2,125	842
Ark	10,140,659	13,265	9,876	6,883
Calif	1,423,054	2,265	1,074	1,001
Ga	11,440,741	16,368	10,065	7,161
La	9,267,050	13,054	8,751	5,963
Miss	19,920.011	24,776	17,744	13,444
N. C	556,597	809	446	400
Okla	5,448,108	9,110	4,886	3.80
S. C	1,787,255	2,707	1,545	1,353
Tenn	4,811,886	6,270	4,575	3,055
Tex	72,943,886	118,369	69,265	49,582
Other	774,160	1,009	775	633
ON HAND	AT OIL	MILLS SE	PTEMBE	R. 30.
U. S	42,249,720	61,350	72,572	86,821
Ala	2,960,098	4.473	4,937	5,119
Ariz	449,288	1,233	1,704	488
Ark	4,210,000	6,472	4,658	6,300
Calif	316,465	1,444	1,070	254
Ga	2,676,675	5,866	4,162	5,810
I.a	1.704.347	3,651	3,306	4,776
Miss	6,666,210	7.034	7,004	15,043
N. C	249,114	1,184	237	1,754
Okla	4,106,499	4,024	3,622	6,899
S. C	1,182,266	1,531	1,110	2,947
Tenn	2,868,377	3,269	2,315	2,751
Tex	14,262,641	20,730	38,009	33,700
Other	597,740	439	438	1,102
		A		

HULL OIL MARKET.

Hull, England, Sept. 24, 1928.—(By Cable.)—Refined cottonseed oil, 33s, 9d; Egyptian crude cottonseed oil, 30s 6d.

COTTON OIL EXPORTS.

Exports of cottonseed oil from New York, October 1, 1928, to October 24, 1928, none.

y be-f late.

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The Week's Closing Markets

FRIDAY'S CLOSINGS

Provisions.

Hog products were fairly steady the latter part of the week owing to continued heaviness in hogs, comparatively liberal hog arrivals, some hedge pressure and less active demand from shorts. Cash trade was fair and lard sentiment mixed.

Cottonseed Oil.

Cotton oil was more active but easy. Refiners' brokers sold May heavily for a time, commission house resting orders and local covering checking declines. Easy outside markets were a factor. Cash trade was quiet, crude being barely steady. Southeast valley, 8c. Sales limited only to quantities coming out. Some mills apparently selling for need of storage room. Professionals were on both sides. Government ginning report of 8,147,301 bales bearishly construed. Trade watching closely any evidence of soapers' interest in cotton oil.

Quotations on cottonseed oil at New York, Friday noon were: Oct., \$9.55@ 9.75; Nov., \$9.45@9.70; Dec., \$9.56@ 9.68; Jan., \$9.73@9.75; Feb., \$9.77@ 9.90; Mar., \$9.89@9.90; Apr., \$9.92@ 10.05; May, \$10.03.

Tallow.

Tallow, extra, 9½c.

Stearine.

Stearine, oleo, 10%c.

FRIDAY'S GENERAL MARKETS.

New York, Oct. 26, 1928.—Lard prime western, \$12.20@12.30; middle western, \$12.10@12.20; city, 11%@11%c; refined continent, \$13.00; South American, \$13.75; Brazil kegs, \$14.75; compound, 11%c.

WHOLESALE DRESSED MEAT PRICES.

Wholesale prices of Western dressed meats were quoted by the U.S. Bureau of Agricultural Economics at Chicago and three Eastern markets on Oct. 26,

Fresh Beef:	CHICAGO.	BOSTON.	NEW YORK.	PHILA.
STEERS (700 lbs. up): Choice	823 50@25 00	\$24.50@26.00	\$25,00@27.00	\$25.00@27.00
Good	22.00@24.00	22.50@24.50	22.00@25.50	23.00@25.00
STEERS (550-700 lbs.):				
Choice	24.50@26.50		26.00@27.50	26.00@28.00
Good	22.50@24.50	*******	22.00@25.50	23.00@25.00
OTHERRY (500 lbs un):				
Medium	16.50@21.50	18.00@22.50	17.00@22.00	18.00@23.00
Common	14.50@17.00	16.00@18.00	15.00@17.00	********
WEEDS. (1)				
YEARLING: (300-550 lbs.)				
Choice	25.00@27.00	********	25.50@28.00	********
Good	23.00@25.00	********	24.00@26.00	
Medium	18.50@23.00	********	********	********
00W8:				
Good	16.00@17.00	16.00@17.00	15.50@18.00	16.50@18.00
		15.00@16.00	14.50@16.00	15.00@16.50
Common	13.00@14.00	14.00@15.00	13.50@14.50	13.50@14.50
ssh Veal and Calf Carcasses:				
VNALERS: (2)				****
Choice	24.00@25.00	24.00@27.00	26.00@28.00	24.00@25.00
Good	22.00@24.00	22.00@24.00	22.00@25.00	28.00@24.00
Medium	20.00@22.00	19.00@22.00	19.00@22.00	20.00@22.00
Common	18.00@20.00	17.00@19.00	17.00@19.00	********
OALF: (2) (3)				
Choice	19.00@21.00	17.00@19.00	**********	
Good	17.00@19.00		18.00@21.00 14.00@17.00	18.00@20.00
Medium Common	12.00@15.00	15.00@17.00 14.00@15.00	13.00@17.00	16.00@17.00
	19.00@19.00	14.00@10.00	19.00@19.00	*******
sh Lamb and Mutton:				
LAMB: (38 lbs. down) Choice	28.00@25.00	24.00@25.00	23,00@26.00	24.00@25.00
Good	22.00@24.00	28.00@24.00	22.00@25.00	23.00@24.00
Medium		21.00@23.00	20.00@23.00	21.00@22.00
Common		19.00@21.00	18.00@20.00	19.00@20.00
LAMB: (39-45 lbs.)				
Choice	22 00@25 00	23.00@25.00	23.00@26.00	23.00@25.00
Good	22.00@24.00	22.00@24.00	22.00@25.00	22.00@24.00
Medium		20.00@22.00	20.00@23.00	21.00@22.00
Common	18.00@20.00		18.00@20.00	
LAMB: (46-55 lbs.)				
Choice	21.00@22.00	22.00@23.00	20.00@23.00	22.00@23.00
Good	20.00@21.00	21,00@22.00	19.00@21.00	21.00@22.00
MUTTON: (Ewe) 70 lbs. down:				
Good	11.00@13.00	10.00@13.00	11.00@12.50	12.00@13.00
Medium	9.00@11.00	8.00@10.00	9.00@11.00	11.00@12.00
Common	7.00@ 9.00	6.00@ 8.00	7.00@ 9.00	9.00@11.00
resh Pork Cuts:	111177			
LOINS:				
8-10 lbs. av	20.00@22.00	26.00@27.00	24.00@26.00	25.00@26.00
10-12 lbs. av	19.00@21.00	25.50@26.50	23.00@25.00	24.00@25.00
12-15 lbs. av	18.00@20.00	24.00@25.00	21.00@23.00	22.00@24.00
10-22 108. RV	15.00@17.00	19.00@22.00	19.00@21.00	20.00@22.00
SHOULDERS: N. Y. Style, Skinned:				
8-12 lb. av	17.00@18.00	*******	19.00@22.00	17.00@20.00
PICNICS:				
6-8 lbs. av		16.00@17.00		16.00@18.00
RIPPS: Poston Stude				-
48 lb. av	19.00@20.00	********	21.00@24.00	20.00@22.00
SPARE RIBS: Half Sheets	13 00@15 00			
TRIMMINGS:	20.00@10.00	********		
Regular	10 70 010 00			
Regular	12.50@13.00	********	*******	********
***************************************	10.00@11.00	********	********	********

⁽¹⁾ Includes heifer yearlings 450 lbs. down at Chicago and New York. (2) Includes "skins on" at New York and Chicago. (3) Includes sides at Boston and Philadelphia.

SEPT. LIVESTOCK SLAUGHTER.

Livestock slaughtered under federal inspection at various centers in the United States during September, 1928, with comparisons, are reported by the U. S. Bureau of Agricultural Economics as follows:

	Cattle.	Calves.	Hogs.	Sheep.
Baltimore .	6.107	606	44.805	1,703
Buffalo	8,505	1.689	56,892	8,326
Chicago	154,700	44,566	325,485	281,151
Cincinnati	12,196	5,358	50,387	7,687
Cleveland .	7,740	6,178	57,070	13,823
Denver	8,309	1,756	18,144	19,571
Detroit	6,931	6,017	71,401	20,315
Ft. Worth	34,438	41,864	31,659	12,165
Indianapolis	14,278	3,629	38,593	9,561
Kansas City	81,263	24,791	176,810	137,266
Milwaukee .	14,822	19,955	70,186	8,574
Nat. S. Y	42,429	10,967	93,538	25,096
New York	31,042	48,646	81,799	219,652
Omaha	62,990	7,252	101,528	162,918
Philadelphia	5,178	6,162	64,712	19,417
St. Louis	15,231	5,044	93,361	6,900
Sioux City	27,226	3,100	55,787	36,190
S. St. Joseph	34,394	5,775	71,439	95,396
S. St. Paul	45,028	36,783	95,835	61,220
Wichita	8,136	2,279	47,906	3,994
All other es-				
tablish-				
ments	143,269	69,674	860,966	156,508

Total: Sept., 1928, 764,212 352,091 2,508,303 1,307,442 Sept., 1927, 827,725 357,008 2,533,819 1,185,169

9 mo. ended Sept., 1928, 6,237,136 3,556,309 35,845,115 9,837,281

Sept., 1928, 6,237,136 3,556,300 35,845,115 9,837,281 9 mo. ended Sept., 1927, 6,982,209 3,676,556 32,107,730 9,524,043 Inspections of lard at all establishments, 96,660,669 inspection pounds; compound and other substitutes, 46,033,037 inspection pounds; assusser, 68,010,837 inspection pounds; corresponding inspections for September, 1927: Lard, 105,962,786 inspection pounds; compound and other substitutes, 65,291,899 inspection pounds; compound and other substitutes, 65,291,899 inspection pounds. (These totals of inspection pounds on trepresent actual production, as the same product may have been inspected and recorded more than once in the process of manufacture.)

CANADIAN MEAT STOCKS.

Cold storage holdings of meat in Canada on October 1, 1928, with com-parisons, are reported as follows by the Dominion Live Stock Branch:

Oct. 1, Sept. 1, Oct. 1, Oct. 1, 1928, lbs. 1928, lbs. 1927, lbs. lbs.

CANADIAN MEAT CONSUMPTION.

Per capita consumption of meat in Canada decreased from 165.8 lbs. in 1924 to 156.3 lbs. in 1927, according to the Dominion Bureau of Statistics. During this period the per capita consumption of beef declined from 70.24 lbs. to 68.76 lbs.; per capita consumption of pork declined from 90.36 lbs. to 81.43 lbs., and the per capita consumption of lamb and mutton increased from 5.20 lbs. to 6.11 lbs.

ARGENTINE BEEF EXPORTS.

Cable reports of Argentine beef exports this week up to Oct. 26, 1928, show exports from that country were as follows:

To United Kingdom, 86,512 quarters; to the Continent, 28,156; others, none. Exports for the previous week were as follows: To England, 145,372 quarters; to the Continent, 21,159 quarters; others, none.

DANISH BACON EXPORTS.

Bacon exports from Denmark for the week ending October 20, 1928, were 5,371 metric tons, according to cable advices to the U. S. Department of Commerce, all of which went to England.

Live Stock Markets

CHICAGO

(Reported by U. S. Bureau of Agricultural Economics.)

Chicago, Oct. 26, 1928.

CATTLE-Compared with a week ago, strictly good and choice fed steers and yearlings, strong to 25c higher, yearlings showing most upturn as the week closed and shippers came back in market; lower grade fed steers, 25@75c lower, mostly 50 to 75c off, with heavies showing most downturn; better grade steers and yearlings, scarce, lower grades predominating, selling at new low levels for season; fat cows and cutters, steady; bulls, steady; vealers, \$2.00 lower. Extreme top fed yearlings, \$17.35; best heavies, \$17.00; well finished weighty steers very scarce, but the supply of heavies grading down to common was excessive. There was a very liberal supply selling at \$14.50 down to \$12.00, with plainer kinds \$11.75 down to \$11.00. Fed yearling heifers, up to \$16.00; most grass heifers, \$9.00@11.50. Vealers closed \$13.00

HOGS-Factors in the sharply deelining hog prices locally were the increased runs and a lack of shipping orders. For the week prices show declines of 35@50c mostly, with the more desirable butchers getting the bulk of the decline. Choice 190@300 lb. averages sold at \$9.00@9.10 at the low time, but these sold freely at \$21,000.20 late but these sold freely at \$9.10@9.20 late with the top at \$9.25. Light lights and pigs were in demand, most pigs selling from \$8.40 downward. Packing sows sold on the late market around \$8,25@

8.35.

SHEEP—Fat lambs gained mostly 50c@\$1.00 after a decline of 25@50c early in the week. Closing prices looking 25@50c higher for the period. Sluggish dressed trade conditions and a liberal run of natives was responsible. for the early break, while a letup in the run, particularly of range lambs, forced the upturn which carried top lambs to the \$14.00 mark for the first time in four weeks. Western consignments fell off materially, and fed and "comeback" offerings failed to arrive in sizable numbers until late in the week when dryfed kinds bulked at \$13.65@13.85 when natives were going at \$13.50@ 13.85 and throw-outs at \$10.00 to \$11.00. Sheep showed little change at \$6.00@ 6.50 for most fat ewes. Top yearlings reaching \$11.50.

KANSAS CITY

(Reported by U. S. Bureau of Agricultural Economics.)

Kansas City, Kans., Oct. 26, 1928. CATTLE—Considerable unevenness featured the beef steer trade during the week. Better grades of lightweight fed steers and yearlings held at around steady levels while plainer grades and mature classes are mostly 25@50c unmature classes are mostly 25@50c under a week ago. Common and medium quality straight grassers were relatively scarce and closed about steady. All classes of she stock finished the week at steady to 25c lower rates. Final prices on bulls are steady to 25c lower,

while vealers and calves were reduced around \$1.00, with the late top at \$13.50. Choice mixed yearlings scored \$16.50 for the week's top, and best medium weights went at \$16.10. Bulk of the fed steers and yearlings cleared from \$11.50@14.75, while most of the grass-fat arrivals were taken at \$8.50 @11.00.

HOGS--Increased supplies and a limited shipping outlet were responsible for a prevailing weaker undertone in the hog market, and final prices are generally 65c lower than last Thursday. At the close, the extreme top on medium and strong weight butchers rested at \$9.00 which is the lowest since the middle of April. Packing grades met a rather broad demand to shippers and only show declines of around 35c dur-

ing the week.

SHEEP—Closing day of the week
found fat lambs in rather broad demand and prices are around 25c over a week with best range offerings selling up to \$13.65, the week's top. Bulk of the western lambs sold from \$13.25@ 13.60; mature classes closed on a firm basis, with best range ewes selling up to \$6.50 and the bulk going from \$5.50 @6.25.

OMAHA

(Reported by U. S. Bureau of Agricultural Economics.)

Omaha, Oct. 26, 1928.

CATTLE-Conditions favored buying interests in the market for most killing classes and prices worked lower. Fed steers and yearlings were moderately uneven, yearlings holding about steady. Other classes show declines of 25@40c. She stock declined mostly 25@40c, while bulls closed strong to 25c higher. Veal prices declined fully \$1.00. Choice medium weight steers earned \$16.50, with 970 lb. yearlings at \$16.85. Light fed heifers turned at \$15.50.

HOGS-Increased receipts, coupled with limited inquiry from shippers, proved a bearish factor in the hog trade, and a series of declines during the period carried values 60@85c lower. At the close, bulk of 200@325

lb. butchers sold \$8.75@8.90; top, \$8.90. SHEEP—Heavy rainfalls resulted in the liquidation of quite a number of loads of fed lambs from local feed lots and corn fields. A good share of these have been lacking in finish and were unsuitable for slaughter. The market showed weakness early in the period. On the close, prices were strong to 25c higher; top, \$13.50. Sheep are weak to 25c lower for the period. Best fat 25c lower for the period. ewes, \$6.50.

ST. LOUIS

(Reported by U. S. Bureau of Agricultural Economics.)

East St. Louis, Ill., Oct. 26, 1928.

CATTLE—Compared with one week ago, native steers sold steady to 25c lower, mostly lower; western steers, 25 @40c lower; mixed yearlings and heifers, 25@50c higher; cows, 25c lower; low cutters, 15@25c lower; bulls, steady; vealers, \$1.25 lower. Tops for week: 997 lb. yearlings, \$16.75; 1,116 lb. matured steers, \$15.90; 548 lb. mixed yearlings, \$15.00; 672 lb. heifers, \$14.25;

1,067 lb. western steers, \$11.75. HOGS—Compared with one week ago, general hog market 50@60c lower. Heavy marketing was the principal depressing factor. Packers increased their purchases at the lower levels and shippers bought quite freely, affecting good clearance. Late top, \$9.25.

SHEEP—Lighter receipts were admitted at most markets and prices responded with a slight advance. pared with a week ago, the local fat lamb market is 25@50c higher. Other classes are essentially unchanged from last Thursday. Top, \$13.50.

ST. PAUL

(Reported by U. S. Bureau of Agricultural onomics and Minnesota Dept. of Agriculture.)

South St. Paul, Minn., Oct. 25, 1928. CATTLE-Further declines marked the trade on slaughter cattle again this week. Compared with last Wednesday, values are fully 25c lower on the average. Some few odd lots of shortfed steers turned at \$12.00@14.75; best range steers, \$12.00; bulk all grassers, from \$11.25 down. Cows turned mostly at \$7.00@8.25; heifers, \$7.75@9.00; cutters, \$5.00@6.50 for extremes. Bulls were the only class showing no change, selling at \$8.50 and down mostly. Vealers are \$2.50 or more lower or from \$12.00@12.50 on good lights today.

HOGS-Declines of 60@75c occurred on lights and butchers in the hog hous while packing sows, which were in light while packing sows, which were in light supply, ruled 25@50c lower; pigs, around \$1.75 lower. The bulk of the lights and butchers turned today at \$8.50@8.75; light lights, \$8.25; packing sows, \$8.00@8.25; pigs, \$8.75.

SHEEP — Desirable native lambs turned today at \$13.25; bucky offerings

turned today at \$13.25; bucky offerings, \$12.25; heavies, \$10.50; culls, \$9.50@ 10.00; best ewes, \$6.00@6.25; kinds weighing 140 lbs, and up, from \$4.50@ 5.50; culls, \$2.00@4.00.

ST. JOSEPH

(Reported by U. S. Bureau of Agricultural Economics.)

St. Joseph, Mo., Oct. 26, 1928.

CATTLE—All bovine classes met with a generally backward market and the decline in prices went unchecked. Most weakness was reflected in weighty kinds of steers, 1,150 lbs. and over showing a 25@50c decline, while lighter steers ruled weak to 25c lower. Slaughter she stock found a generally 15@25c lower market, with bulls unchanged and vealers \$1.50 off. Choice mixed year-lings brought \$16.00, but few cattle were good enough to sell above \$15.00. Bulk of fed steers and yearlings, \$12.35 @14.50; grassers, \$9.25@11.60. Vealers topped at \$13.00 late.

HOGS—Heavy supplies depressed hogs to the lowest level since early in April. Values took a further 75c drop during the week which sent the top to \$9.00. At the low time late trading was on a steady to 10c higher basis. Bulk of desirable hogs 180 lbs. and over late, \$8.75@8.90; packing sows, \$8.00@

SHEEP-With receipts about norma little change occurred in the market for sheep and lambs. Choice western lamb topped at \$13.50; natives, up to \$13.00; fed clipped lambs, \$12.50; best fat ewes, \$6.75.

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SIOUX CITY

(Special Letter to The National Provisioner.)

Sioux City, Ia., Oct. 24, 1928. CATTLE—Receipts normal, the bulk CATTLE—Receipts normal, the bulk being made up of feeding cattle. The market is slow. Beef steers 25@50c lower; best steers, \$16.25; mixed yearlings, \$16.00; bulk of shortfed steers and yearlings, \$13.00@14.50; common cattle, down to \$10.00. Bulk of heifers, \$10.00@12.50; grass heifers, \$8.50@10.00; corn fed cows, \$8.00@10.50; grass cows, \$7.00@8.50; bulls, \$7.00@9.00; veals, \$7.00@13.00.

HOGS—Receipts for the week 17,000.
Market generally steady. Top. Wednes-

Market generally steady. Top, Wednesday, \$9.15; bulk of butchers of all weights, \$8.60@9.00; sows, \$8.15@8.35;

weights, \$8.60@9.00, stags, \$8.00@8.50. SHEEP—Receipts 18,000. Market lambs strong to 25c higher; top and

CHICAGO HOG PURCHASES.

Purchases of hogs by Chicago packers for the week ended Thursday, Oct. 25, 1928, with comparisons:

	Week ended Oct. 25.	Prev. week.	Cor. week, 1927.
Armonr & Company	15,475	11,294	13,363
Anglo-American Prov. Co.	4,047	3,820	6,376
Swift & Co	11,725	9,129	12,999
G. H. Hammond Co	6,077	4,937	6,598
Morris & Co	8,851	6,889	11,742
Wilson & Co	9.586	6.916	11,189
Boyd-Lunham Co	5.866	4,550	6,522
Western Pkg. & Prov. Co.	10,530	9,503	4,138
Roberts & Oake	8,860	8.319	4.251
Miller & Hart	8,464	6,443	6.125
Independent Pkg. Co	5,811	4,833	5,950
Brennan Pkg. Co	6,951	7,927	10,469
Agar Pkg. Co	3,797	3,688	4,439
Total	106,040	88,248	104,161

RECEIPTS AT CHIEF CENTERS.

Combined receipts of cattle, hogs and sheep at principal markets for week ended October 20, and comparative periods:

Cattle.

Hogs.

At 20 markets:

	CHECKO	440801	Oricole
Week ended Oct. 20	.332,000	595,000	544,000
Week ago		523,000	571,000
1927		536,000	544,000
1926	.402.000	589,000	513,000
1925	424.000	550,000	474,000
1924	.395,000	747,000	411,000
At 11 markets:			
			Hogs.
Week ended Oct. 20			.514.000
Previous week			
1927			
1926			.519,000
1925			
1924			
At 7 markets:			
	*Cattle.	Hogs.	Sheep.
Week ended Oct. 20	. 240.000	399.000	319,000
Previous week		367,000	396,000
1927		365,000	323,000
1926	320,000	412,000	333,000
1925	333.000	389,000	207,000
1924		517,000	229,000
*Calves at Omaha, Scounted as cattle previo	St. Louis	and St.	Joseph

NEW YORK LIVE STOCK.

Receipts of live stock at New York for week ended Oct. 20, 1928, were reported officially as follows:

Cattle.	Calves.	Hogs.	Sheep.
Jersey City 5,193 New York 1,002 Central Union 2,669	7,436	4,313	85,893
	4,410	23,897	8,729
	1,063	558	19,668
Total 8,864 Previous week 8,069 Two weeks ago10,096	12,909	28,768	64,290
	10,835	27,376	47,029
	15,674	23,330	58,958

Watch the "Wanted and For Sale" page.

CANADIAN LIVESTOCK PRICES.

Summary of top prices for livestock at leading Canadian centers for the week ended Oct. 18, 1928, with comparisons:

BUTCHE 1,000-1	R STEEF	ts.	
	Week ended Oct. 18.	Prev. week.	Same week, 1927.
Montreal Winnipeg Caigary Edmonton Pr. Albert Moose Jaw Saskatoon	9.50 9.50 9.00 9.00 9.00 9.00 8.75	\$11.00 10.35 9.50 9.50 9.50 9.50 9.25 8.75	\$ 9.25 8.00 7.75 8.00 7.25 6.50 7.75
VEAL	CALVES.		
Toronto Montreal Winnipeg Calgary Edmonton Pr. Albert Moose Jaw Saskatoon SELECT B	. 13.00 . 11.00 . 11.00 . 9.00 . 10.25 . 11.00	\$17.00 14.50 13.00 11.00 12.00 9.00 11.00 10.50	\$15.50 12.00 10.00 8.00 10.00 6.75 9.50
Toronto Montreal Winnipeg Calgary Edmonton Pr. Albert Moose Jaw Saskatoon	. 10.25 . 10.35 . 10.10 . 10.10 . 10.10 . 10.10	\$11.50 11.75 10.50 11.00 10.10 10.35 10.40 10.35	\$11.25 10.50 10.25 10.00 10.00 9.75 10.15
GOOD	LAMBS.		
Toronto Montreal Winnipeg Calgary Edmonton Pr. Albert Mose Jaw Saskatoon	. 11.50 . 10.75 . 11.00 . 11.00 . 10.00	\$12.50 11.35 11.00 11.00 11.00 10.00	\$11.75 11.35 10.50 11.50 11.00

What precautions should be observed in cooking blood? Ask "The Packer's Encyclopedia," the "blue book" of the meat packing industry.

Order Buyers of Live Stock

Potts — Watkins — Walker

National Stock Yards, Ill.

Reference: National Stock Yards National Bank

J. W. MURPHY CO. Order Buyers

HOGS ONLY Utility and Cross Cyphers

Reference any Omaha Bank Omaha, Nebr.

Union Stock Yards

BANGS & TERRY

Buyers of Livestock

Hogs, Killing and Feeding Pigs

Union Stock Yards, South St. Paul, Minn. Reference: Stock Yards National Bank. Any Bank in Twin Cities. Write or wire us

Strictly Hog Order Buyers on Commission Only

GOOGINS & WILLIAMS

Long Distance Telephone Boulevard 9465 Union Stock Yards, Chicago

R. R. Lewis

Buyers Only

Hogs Cattle Union Stock Yards, So. St. Paul, Minn.

E. K. Corrigan

Exclusive Hog Order Buyer Operating on Three Markets

So. Omaha

Kansas City So. St. Joseph

E. K. Corrigan

Carl Soeder

R. G. Symon

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> Indianapolis Indiana

Ft. Wayne Indiana

RECEIPTS A'	T CEN	TER	S	TUESDAY, OCTO	BER 2	3, 1928.	
					Cattle.	Hogs.	Sheep.
SATURDAY, OCT	UBER 2	o, Tomo.		Chicago	7,000	33,000	12,000
	Cattle.	Hogs.	Sheep.	Kansas City	13,500	11,000	5,000
Chicago	400	5,000	2,000	Omaha	7,500	5,000	14,000
Kansas City	1.800	2,000		St. Louis	5,500	17,500	800
Omaha	400	3.000	2,000	St. Joseph	2,700	7,500	4,000
St. Louis	600	3,500	1,200	Sioux City	2,000	5,500	2,000
St. Joseph	300	4,000	4,500	St. Paul	1,800	10,500	2,200
Sioux City	1.500	4,000	2,000	Oklahoma City	900	1,300	*****
St. Paul	4.200	2,000	2,000	Fort Worth	3,000	1,100	500
Oklahoma City	100	400		Milwaukee	1,200	4,500	500
Port Worth	500	300	1,600	Denver	3,600	2,000	15,200
Milwaukee		100		Louisville	200	900	100
Denver	13,880	280	14,450	Wichita	1,200	2,600	200
Louisville	100	600	200	Indianapolis	700	10,000	1,200
Wichita	500	1,200		Pittsburgh	100	1,200	400
Indianapolis	100	3,000	200	Cincinnati	400	4,200	800
Pittsburgh	100	3,000	300	Buffalo	100	800	600
Cincinnati	200	1,400	500	Cleveland	200	2,000	1.200
Buffalo	100	1,500	500	Nashville	100	600	
Cleveland	100	500	400	Toronto	3,300	800	1,300
Nashville	100						1,000
ATTROPATABLE		400	100		-,		
	200	300		WEDNESDAY, OC		24, 1928	3.
	200 BER 22	300 , 1928.				24, 1928 Hogs.	Sheep.
Toronto	200	300			TOBER		Sheep.
MONDAY, OCTO	200 BER 22 Cattle. 25,000	300 , 1928.		WEDNESDAY, OC	TOBER Cattle. 13,000	Hogs.	Sheep. 13,000
MONDAY, OCTO	200 DBER 22 Cattle. 25,000 25,000	300 , 1928. Hogs.	Sheep.	WEDNESDAY, OC Chicago	TOBER Cattle. 13,000 7,500	Hogs. 22,000 11,000	Sheep. 13,000 10,000
MONDAY, OCTO	200 DBER 22 Cattle. 25,000 25,000 21,000	300 , 1928. Hogs. 42,000	Sheep. 25,000	WEDNESDAY, OC Chicago	TOBER Cattle. 13,000 7,500 6,500	Hogs. 22,000 11,000 6,000	Sheep. 13,000 10,000 9,000
MONDAY, OCTO Chicago Kansas City Omaha St. Louis	200 BER 22 Cattle. 25,000 25,000 21,000 5,500	300 , 1928. Hogs. 42,000 12,000	Sheep. 25,000 9,000	WEDNESDAY, OC Chicago	TOBER Cattle. 13,000 7,500 6,500 4,500	Hogs. 22,000 11,000 6,000 14,000	Sheep. 13,000 10,000 9,000 2,000
MONDAY, OCTO Chicago Kansas City Omaha St. Louis St. Joseph	200 DBER 22 Cattle. 25,000 25,000 21,000 5,500 3,500	300 , 1928. Hogs. 42,000 12,000 9,000	Sheep. 25,000 9,000 15,000	WEDNESDAY, OC Chicago Kansas City Omaha St. Louis St. Joseph	TOBER Cattle. 13,000 7,500 6,500 4,500 2,000	Hogs, 22,000 11,000 6,000 14,000 8,000	Sheep. 13,000 10,000 9,000 2,000 5,000
MONDAY, OCTO Chicago Kansas City Omaha St. Louis St. Joseph Sloux City	200 DBER 22 Cattle. 25,000 25,000 21,000 5,500 3,500 12,500	300 , 1928. Hogs. 42,000 12,000 9,000 15,000	Sheep. 25,000 9,000 15,000 2,500 4,500 11,000	WEDNESDAY, OC Chicago	TOBER Cattle. 13,000 7,500 6,500 4,500 2,000 3,000	Hogs, 22,000 11,000 6,000 14,000 8,000 5,000	Sheep. 13,000 10,000 9,000 2,000 5,000 4,000
MONDAY, OCTO Chicago Kansas City Omaha St. Louis St. Joseph Sloux City St. Paul	200 DBER 22 Cattle. 25,000 25,000 21,000 5,500 3,500 12,500 15,500	300 1928. Hogs. 42,000 12,000 9,000 15,000 3,500 6,500 19,000	Sheep. 25,000 9,000 15,000 2,500 4,500	WEDNESDAY, OC Chicago Kansas City Omaha St. Louis St. Joseph Sioux City St. Paul	TOBER Cattle. 13,000 7,500 6,500 4,500 2,000 3,000 3,500	Hogs. 22,000 11,000 6,000 14,000 8,000 5,000 19,000	Sheep. 13,000 10,000 9,000 2,000 5,000 4,000
MONDAY, OCTO MONDAY, OCTO Chicago Kansas City Omaha St. Louis St. Joseph Sloux City St. Paul Oklahoma City	200 DBER 22 Cattle. 25,000 25,000 21,000 5,500 3,500 12,500 15,500	300 , 1928. Hogs. 42,000 12,000 9,000 15,000 3,500 6,500	Sheep. 25,000 9,000 15,000 2,500 4,500 11,000 25,000	WEDNESDAY, OC Chicago	TOBER Cattle. 13,000 7,500 6,500 4,500 2,000 3,000 3,500 900	Hogs, 22,000 11,000 6,000 14,000 8,000 5,000 19,000 1,400	Sheep. 13,000 10,000 9,000 2,000 5,000 4,000
Toronto MONDAY, OCTO Chicago Kansas City Omaha St. Louis St. Joseph Sloux City St. Paul Oklahoma City Fort Worth	200 DBER 22 Cattle. 25,000 21,000 5,500 3,500 12,500 1,500 1,500 8,000	300 1928. Hogs. 42,000 12,000 9,000 15,000 3,500 6,500 19,000 1,200 1,100	Sheep. 25,000 9,000 15,000 2,500 4,500 11,000 25,000	WEDNESDAY, OC Chicago Kansas City Omaha St. Louis St. Joseph Sioux City St. Paul	TOBER Cattle. 13,000 7,500 6,500 4,500 2,000 3,000 3,500 900 1,200	Hogs, 22,000 11,000 6,000 14,000 5,000 19,000 1,400 4,500	Sheep. 13,000 10,000 9,000 2,000 5,000 4,000 4,000
Toronto MONDAY, OCTO Chicago Kansas City Omaha St. Louis St. Joseph Sloux City St. Paul Oklahoma City Fort Worth Milwaukee	200 DBER 22 Cattle. 25,000 21,000 5,500 3,500 12,500 1,500 1,500 8,000	300 1928. Hogs. 42,000 12,000 9,000 15,000 3,500 6,500 19,000 1,200	Sheep. 25,000 9,000 15,000 2,500 4,500 11,000 25,000	WEDNESDAY, OC Chicago Kansas City Omaha St. Louis St. Joseph Sioux City St. Paul Oklahoma City	TOBER Cattle. 13,000 7,500 6,500 4,500 2,000 3,000 3,500 900	Hogs, 22,000 11,000 6,000 14,000 8,000 5,000 19,000 1,400	Sheep. 13,000 10,000 9,000 2,000 5,000 4,000 4,000
MONDAY, OCTO MONDAY, OCTO Chicago Kansas City Omaha St. Louis St. Joseph Sicus City St. Joseph Sioux City St. Paul Oklahoma City Fort Worth Milwaukee Denver	200 DBER 22 Cattle. 25,000 21,000 5,500 12,500 12,500 1,500 8,000 400	300 , 1928. Hogs. 42,000 12,000 9,000 15,000 6,500 19,000 1,200 1,100 700 1,900	Sheep. 25,000 9,000 15,000 2,500 4,500 11,000 25,000	WEDNESDAY, OC Chicago Kansas City Omaha St. Lonis St. Joseph Sioux City St. Paul Oklahoma City Milwaukee Denver	TOBER Cattle. 13,000 7,500 6,500 4,500 2,000 3,000 3,500 900 1,200	Hogs, 22,000 11,000 6,000 14,000 5,000 19,000 1,400 4,500	Sheep. 13,000 10,000 9,000 2,000 4,000 4,000 15,200
Toronto MONDAY, OCTO Chicago Kansas City Omaha St. Louis St. Joseph Sloux City St. Paul Oklahoma City Fort Worth Milwaukee Denver Louisville	200 DBER 22 Cattle. 25,000 25,000 21,000 5,500 3,500 12,500 15,500 8,000 400 14,000	300 , 1928. Hogs. 42,000 12,000 9,000 15,000 3,500 6,500 19,000 1,200 1,100 700	Sheep. 25,000 9,000 15,000 2,500 4,500 11,000 25,000	WEDNESDAY, OC Chicago Kansas City Omaha St. Loais St. Joseph Sioux City St. Paul Oklahoma City Milwaukee Denver Louisville	TOBER 13,000 7,500 6,500 4,500 2,000 3,000 3,500 900 1,200 3,200 100	Hogs. 22,000 11,000 6,000 14,000 8,000 5,000 19,000 1,400 4,500 2,400	Sheep. 13,000 10,000 9,000 2,000 5,000 4,000 4,000 15,200 300
MONDAY, OCTO MONDAY, OCTO Chicago Kansas City Omaha St. Louis St. Joseph St. Joseph Sloux City St. Paul Oklahoma City Fort Worth Milwaukee Denver Louisville Wichita	200 DBER 22 Cattle. 25,000 25,000 21,000 5,500 12,500 12,500 1,500 8,000 400 14,000 800	300 , 1928. Hogs. 42,000 12,000 9,000 15,000 6,500 19,000 1,200 1,100 700 1,900	Sheep. 25,000 9,000 15,000 2,500 4,500 11,000 25,000 1,800 61,000	WEDNESDAY, OC Chicago Kansas City Omaha St. Lonis St. Joseph Sioux City St. Paul Oklahoma City Milwaukee Denver Louisville Wichita	TOBER Cattle, 13,000 7,500 6,500 4,500 2,000 3,000 3,500 900 1,200 1,200 3,200 1,200 3,000	Hogs. 22,000 11,000 6,000 14,000 8,000 5,000 19,000 1,400 4,500 2,400 900 2,000	Sheep. 13,000 10,000 9,000 2,000 5,000 4,000 4,000 15,200 300 300
Toronto MONDAY, OCTO Chicago Kansas City Omaha St. Joseph St. Joseph St. Joseph St. Joseph Stoux City St. Paul Oklahoma City Fort Worth Milwaukee Denver Louisville Michita Indianapolis	200 DBER 22 Cattle. 25,000 21,000 5,500 3,500 12,500 1,500 4,000 4,000 4,300	300 4, 1928. Hogs. 42,000 12,000 9,000 15,000 3,500 6,500 19,000 1,200 1,100 700 1,900 1,700	Sheep. 25,000 9,000 15,000 2,500 4,500 11,000 25,000 100 61,000 500	WEDNESDAY, OC Chicago Kansas City Omaha St. Louis St. Joseph Sioux City St. Paul Oklahoma City Milwaukee Denver Louisville Wichita Indianapolis	TOBER Cattle. 13,000 7,500 6,500 4,500 2,000 3,000 900 1,200 3,200 1,200 300 1,100	Hogs. 22,000 11,000 6,000 14,000 8,000 14,000 19,000 1,400 4,500 2,400 900 2,000 9,000	Sheep. 13,000 10,000 9,000 2,000 5,000 4,000 15,200 300 300 1,200
MONDAY, OCTO MONDAY, OCTO Chicago Kansas City Omaha St. Louis St. Joseph St. Joseph Sloux City St. Paul Oklahoma City Fort Worth Milwaukee Denver Louisville Wichita Indianapolis Pittsburgh	200 DBER 22 Cattle. 25,000 21,000 5,500 12,500 15,500 1,500 8,000 400 14,000 8,000 4,300 600 1,400	300 1928. Hogs. 42,000 12,000 15,000 6,500 19,000 1,100 700 1,700 3,000 6,000 6,000 6,000	Sheep. 25,000 9,000 15,000 2,500 4,500 11,000 25,000 1,800 100 61,000 500 300	WEDNESDAY, OC Chicago Kansas City Omaha St. Louis St. Joseph Sioux City St. Paul Oklahoma City Milwaukee Denver Louisville Wichita Indianapolis Pittsburgh	TOBER Cattle. 13,000 7,500 6,500 4,500 2,000 3,000 3,500 900 1,200 1,200 3,200 1,000 3,001 1,100	Hogs. 22,000 11,000 6,000 14,000 5,000 19,000 1,400 4,500 2,400 900 2,000 9,000 2,300	Sheep. 13,000 10,000 9,000 2,000 5,000 4,000 15,200 300 300 1,200 300
Toronto MONDAY, OCTO Chicago Kansas City Omaha St. Joseph St. Louis St. Joseph Sloux City St. Paul Oklahoma City Fort Worth Milwaukee Denver Louisville Wichita Indianapolis Pittsburgh Cincinnati	200 DBER 22 Cattle. 25,000 21,000 5,500 12,500 15,500 1,500 8,000 400 14,000 8,000 4,300 600 1,400	300 1928. Hogs. 42,000 12,000 9,000 15,000 8,500 6,500 1,200 1,200 1,100 1,900 1,700 3,000 6,000	8heep. 25,000 9,000 15,000 2,500 4,500 11,000 25,000 1,800 61,000 500 300 400	WEDNESDAY, OC Chicago Kansas City Omaha St. Lonis St. Joseph Sioux City St. Paul Oklahoma City Milwaukee Denver Louisville Wichita Indianapolis Pittsburgh Cincinnati	TOBER Cattle. 13,000 7,500 6,500 4,500 2,000 3,000 900 1,200 3,200 100 300 1,100 100 700	Hogs. 22,000 11,000 6,000 14,000 8,000 5,000 19,000 1,400 4,500 2,400 9,000 2,000 9,000 4,500 4,500	Sheep. 13,000 10,000 9,000 2,000 5,000 4,000 15,200 300 1,200 300 500
MONDAY, OCTO MONDAY, OCTO Kansas City Omaha	200 DBER 22 Cattle. 25,000 21,000 5,500 12,500 15,500 15,500 14,000 8,000 4,300 600 1,400 2,700	300 1928. Hogs. 42,000 12,000 15,000 6,500 19,000 1,100 700 1,700 3,000 6,000 6,000 6,000	Sheep. 25,000 9,000 15,000 2,500 4,500 11,000 25,000 1,800 61,000 300 400 3,400	WEDNESDAY, OC Chicago Kansas City Omaha St. Louis St. Joseph Sioux City St. Paul Oklahoma City Milwaukee Denver Louisville Wichita Indianapolis Pittsburgh Cincinnati Buffalo	TOBER Cattle. 13,000 7,500 6,500 4,500 2,000 3,000 3,500 900 1,200 3,200 1,100 100 700 100	Hogs. 22,000 11,000 6,000 14,000 5,000 19,000 1,400 2,400 900 2,000 9,000 2,300 4,500 1,200	Sheep. 13,000 10,000 9,000 2,000 4,000 4,000 5000 15,2000 300 1,200 5000 300
Toronto MONDAY, OCTO Chicago Kansas City Omaha St. Joseph St. Paul Oklahoma City Fort Worth Milwaukee Denver Loulsville Michita Indianapolis Pittsburgh Cincinnati Buffalo Cieveland	200 DBER 22 Cattle. 25,000 21,000 3,500 12,500 15,500 15,500 10,500 400 14,000 4,000 4,000 1,400 2,100 2,100	300 , 1928. Hogs. 42,000 12,000 9,000 15,000 6,500 1,200 1,100 1,200 1,900 1,700 3,500 6,500 1,000 6,000 6,000 6,400	Sheep. 25,000 9,000 15,000 2,500 4,500 11,000 25,000 1,800 61,000 500 300 400 3,400 300	WEDNESDAY, OC Chicago Kansas City Omaha St. Lonis St. Joseph Sioux City St. Paul Oklahoma City Milwaukee Denver Louisville Wichita Indianapolis Pittsburgh Cincinnati Buffalo Cleveland	TOBER Cattle. 13,000 7,500 6,500 4,500 2,000 3,000 3,500 900 1,200 3,200 1,200 3,000 1,000	Hogs. 22,000 11,000 6,000 14,000 8,000 5,000 19,000 2,400 2,000 9,000 2,300 4,500 1,200 2,500	Sheep. 13,000 10,000 9,000 2,000 4,000 4,000 15,200 300 1,200 300 300 2,000
Toronto MONDAY, OCTO Chicago Kansas City Omaha St. Louis St. Joseph St. Joseph Sloux City St. Paul Oklahoma City Fort Worth Milwaukee Denver Louisville Wichita Indianapolis Pittsburgh Cincinnati Buffalo	200 DBER 22 Cattle. 25,000 21,000 3,500 12,500 1,500 1,500 400 14,000 4,000 1,400 2,100 1,400 2,100 1,400 2,100 1,000 4,000 1,400	300 , 1928. Hogs. 42,000 12,000 15,000 8,500 19,000 1,100 700 1,700 3,000 6,000 6,000 6,400 12,800	Sheep. 25,000 3,000 15,000 2,500 4,500 11,000 25,000 11,000 300 400 3,400 300 10,000	WEDNESDAY, OC Chicago Kansas City Omaha St. Louis St. Joseph Sioux City St. Paul Oklahoma City Milwaukee Denver Louisville Wichita Indianapolis Pittsburgh Cincinnati Buffalo	TOBER Cattle. 13,000 7,500 6,500 4,500 2,000 3,000 3,500 900 1,200 3,200 1,100 100 700 100	Hogs. 22,000 11,000 6,000 14,000 5,000 19,000 1,400 2,400 900 2,000 9,000 2,300 4,500 1,200	Sheep. 13,000 10,000 9,000 2,000 4,000 4,000 5000 15,2000 300 1,200 5000 300

LIVESTOCK PRICES AT LEADING MARKETS.

Following are livestock prices at five leading Western markets on Friday, Oct. 26, 1928, as reported to THE NATIONAL PROVISIONER by leased wire of the Bureau of Agricultural Economics, U. S. Department of Agriculture:

Hogs (Soft or oily hogs and reast- ing pigs excluded): CHICAGO.	E. ST. LOUIS.	OMAHA.	KANS. CITY.	ST. PAUL.
Hvy. wt. (250-350 lbs.) med-ch., \$ 8,90@ 9.25	8 8.65@ 9.20 \$	8.30@ 8.90	\$ 8.65@ 9.00	\$ 8.40@ 8.75
Hvy. wt. (250-350 lbs.) med-ch \$ 8.90@ 9.25 Med. wt. (200-250 lbs.) med-ch 9.00@ 9.25	8.65@ 9.20	8.40@ 8.90	8.50@ 9.00	8.50@ 8.75
Lt. wt. (160-200 lbs.) com-ch 8.75@ 9.20	8.50@ 9.20	8.25@ 8.90	8.35@ 9.00	8.50@ 8.75
Lt. lt. (130-160 lbs.) com-ch 8.25@ 9.00	8.25@ 9.00	7.65@ 8.75	7.75@ 8.65	8.25@ 8.65
Packing sows, smooth and rough. 8.10@ 8.50	7.40@ 8.10	7.65@ 8.25	7.40@ 8.50	8.00@ 8.25
Sitr. pigs (130 lbs down), med-ch. 8.00@ 8.50	8.00@ 8.75		8.00@ 9.35	8.25@ 8.75
Av. cost and wt., Tue. (pigs excl.) 8.82-240 lb.	9.04-203 lb.	8.60-263 lb.	8.74-223 lb.	8.49-225 lb.
Slaughter Cattle and Calves:				
STEERS (1,500 LBS, UP):				
Good-ch				
STEERS (1,300-1,500 LBS.):				
Choice	16.25@17.00	15.75@16.75	14.75@16.00	15.50@16.25
Good		13.50@15.75	12.25@14.75	13.25@15.50
STRERS (1,100-1,300 LBS.):				
Choice	16.25@17.00	15.75@17.00	14.75@16.50	15.50@16.50
Good		13.50@15.75	12.25@15.00	13.25@15.50
STEERS (950-1,100 LBS.):				
Choice	16.50@17.25	16.00@17.25	15.00@17.00	15.75@16.75
Good		13.50@16.00	12.50@15.25	13.25@15.75
STEERS (800 LBS. UP):	20120 (8 20100			
Medium11.50@13.75	10.75@13.25	11.25@13.50	10.00@12.50	10.50@13.25
Common 8.25@11.50	8.25@10.75	8.25@11.25	8,00@10.00	7.75@10.50
STEERS (FED CALVES AND	0.20 6.20.10			
YMARLINGS 750-950 LBS.):				
Choice16.50@17.25	16.50@17.25	16.00@17.25	15.50@17.00	15.75@16.50
Good	13.75@16.50	13,50@16,00	12.75@15.50	13.25@15.75
HEIFERS (850 LBS. DOWN):	20110			
Choice	14.75@16.00	14.50@16.00	14.25@15.75	14.50@15.75
Good	13.00@14.75	12.25@14.50	12.25@14.25	12.00@14.50
Common-med 7.75@14.00	7.50@13.00	7.50@14.25	7.75@12.25	7.50@12.50
HEIFERS (850 LBS. UP.):				
Choice	12.25@15.50	12.00@15.25	12.00@15.25	12.25@14.75
Good	11.00@14.75	10.50@13.50	10.50@14.25	10.50@13.50
Medium 9.00@14.00	8.50@12.25	8.75@11.50	8.75@12.00	8.50@11.50
COW8:				
Choice	10.75@11.75	10.50@11.50	10.00@11.00	10.75@11.50
Good	8.75@10.75	8.50@10.50		8.50@10.75
Common-med. 7.25@ 9.25	7.75@ 8.75	6.75@ 8.50		6.75@ 8.50
Low cutter and cutter 5.75@ 7.25	5.00@ 7.75	5.00@ 6.75	5.25@ 7.00	5.00@ 6.75
BULLS (YEARLINGS EXC.):				
Beef Good-ch 9.50@10.75	8.75@10.25	8.75@ 9.75	8.75@ 9.75	8.85@ 9.75
Cutter-med 6.75@ 9.50	6.50@ 8.75	6.50@ 8.75	6.25@ 8.75	6.75@ 8.90
CALVES (500 LBS, DOWN);				
Medium-ch 9.00@11.50		8.50@11.50		8.00@11.00
Cull-common 7.00@ 9.00	6.00@ 9.00	6.50@ 8.50	6.00@ 7.50	6.00@11.00
VMALERS (MILK-FED):				
Good-ch 12.75@13.75	13.25@14.75	12.00@14.00		11.00@13.00
Medium	10.75@13.25	11.00@12.00	7.50@ 9.50	9.00@11.00
Cull-common 7.50@12.25	6.00@10.75	7.00@11.00	6.00@ 7.50	6.00@ 9.00
SLAUGHTER SHEEP AND				
LAMBS:	10 70 710 71		10 10010 11	10.010.10.10
Lambs (84 lbs. down) good-ch 13.00@14.00	12.50@13.50	12.75@13.50		12.25@13.50 11.25@12.25
Lambs (92 lbs. down) medium 12.00@13.00	11.00@12.50 9.00@11.00	12.00@12.75 7.75@12.00		9.50@11.25
Iambs (all weights) cull-common 8.00@12.00 Yearling wethers (110 lbs. down)	9.00@11.00	1.10@12.00	9.00ff11.00	9.00@II.20
medium-choice 8.25@11.90	7.25@11.50	7.75@10.75	8.00@11.50	7.50@10.75
Bwes (120 lbs. down) medch 4.75@ 6.75	5.00@ 6.50	5.00@ 6.00		
Ewes (120-150 lbs.) medium-ch., 4.25@ 6.50	4.00億 6.00	4.25@ 6.25	4.00@ 6.25	4,50@ 6.25
Ewes (all weights) cull-common. 1.75@ 5.00		1.50@ 5.00		1.50@ 4.75

THURSDAY.	OCTOBER	25	192

	Cattle.	Hogs.	Sheep.
Chicago	. 11,000	38,000	15,000
Kansas City	. 3,000	8,000	7.000
Omaha	. 2,800	5,000	6,000
St. Louis	. 3,500	13,000	1,500
St. Joseph		7.500	6,000
Sioux City	. 1,500	4,500	1.500
St. Paul	. 4,500	8.000	12,000
Oklahoma City		1.100	
Fort Worth	. 2,700	1,500	560
Milwaukee		4.000	400
Denver		800	40,000
Louisville		1.000	100
Wichita		2,200	100
Indianapolis		7,000	1,500
Pittsburgh		3,500	1.000
Cincinnati		5,400	500
Buffalo		1,500	600
Cleveland		3,000	1,500
Nashville		700	200
Toronto		300	600

FRIDAY, OCTOBER 26, 1928.

	Cattle.	Hogs.	Sheep.
Chicago	 3,000	22,000	11.000
Kansas City	 500	4,000	1.500
Omaha	 900	6,000	5,000
St. Louis		13,500	1.000
St. Joseph	 700	5,200	4,000
Sioux City	 1,200	4,000	4.000
St. Paul	 4,000	11.000	2,500
Oklahoma City	 800	1,400	-1000
Fort Worth	 2,500	9,000	9,000
Milwaukee	 300	1.000	100
Denver	 500	400	10,000
Wichita	 200	2,300	1,300
Indianapolis	 900	8,000	1,800
Pittsburgh	 100	4.000	500
Cincinnati		4,400	600
Buffalo		6,300	2,800
Cleveland		2,000	1,500

SLAUGHTER REPORTS

Special reports to The National Provisioner show the number of livestock slaughtered at the fel-lowing centers for the week ended October 20, 1928, with comparisons:

CATTLE.

	Week		Cor.
	ended Oct. 20.	Prev. week.	week, 1927.
Chicago	24,003	21,884	31,671
Kansas City	21,438	19,167	
Omaha	18.881	12,569	20,78
St. Louis	14,529	12,360	16,886
St. Joseph	7,110	8,343	8,920
Sioux City		6,083	8,077
Wichita		2,173	****
Fort Worth	8,019	6,531	9,218
Philadelphia Indianapolis	1,329	1,356	2,300
Roston	1,221	1,284	0,000
Boston New York & Jersey Ci	ty. 8,246	1,590 9,576	6,000 1,600 8,251
Oklahoma City	5,389	5,338	6,211
Cincinnati	3,068	4,264	***
Denver		3.043	****
Total		115,556	120,400
	HOG8.	110,000	120,000
Chicago		119,100	95,600
Kansas City	32,776	28,260	00,000
Omaha	19.225	21,180	21,290
St. Louis	41,218	41,578	28.86
St. Louis	23,711	20,559	19,900
Sloux City	13,180	15,276	12,600
Wichita		6,807	***
Fort Worth	4,048	5,403	4,130 17,92 28,81
Philadelphia Indianapolis	17,720	16,539	17,800
Boston	9,937	9,313	9.15
New York & Jersey C	ity. 54,647	12,128 48,728	B4 97
Oklahoma City	9,441	8,527	6,24
Cincinnati	19,530	14,328	
Denver	6,012	3,742	****
Total	407,095	371,463	298,95
	HEEP.		
Chicago	67,274	54,142	58,68
Kansas City	33,641	30,164	***
Omaha	26,469	34,732	23,29 7,85
St. Louis	7,274	5,330	17,85
St. Joseph	18,292	23,568 9,403	11,78
Sioux City	12,172	556	TTION
Fort Worth		6,800	8.57
Philadelphia		4,709	6.17
Indianapolis	839	1,027	6,45
Boston		4,874	5.22
New York & Jersey C		58,910	57,18
Oklahoma		374	-
Cincinnati	1,619	1,618	0 40
Denver	10,052	8,512	***
Total	254,847	244,719	196,31

There are two principal methods of dressing sheep. What are they, and what are their differences? Ask "The Packer's Encyclopedia," the "blue book" of the meat packing industry.

Octob P

Armour Swift & Morris & Wilson & Anglo-Ai G. H. E Libby, Libby

Armour Cudahy Fowler I Morris & Swift & Wilson & Local bu

Armour Cudahy :
Dold Pk
Morris &
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Glassbur,
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Mayerow
Omaha J. Rife
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So. Oms
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Morrell :
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Other bu

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Armour & Swift & Morris & East Sid Others . Total

Swift & Armour & Morris & Others . Total .

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Outside |
Kingan &
Kingan &
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In

31,678

9,218 2,305 6,996 1,690 8,251 6,811

95,000 21,288 28,865 19,939 12,661

28,200 7,858 17,851 11,791

PACKERS' PURCHASES

Purchases of livestock by packers at principal conters for the week ended Saturday, Oct. 20, 1928, with comparisons, are reported to The Na-tional Provisioner as follows.

CHICAGO.

. C	attle.	Calves.	Hogs.	Sheep.
Armour & Co	6.675	2,900	14,700	24,055
Swift & Co	5,486	2,180	12,100	24,769
Morris & Co	2,180	975	14,300	9,157
Wilson & Co	5,317	1,800	8,300	9,293
Anglo-Am. Prov. Co.	1,246		2,900	
G. H. Hammond Co.	2,080		5,900	
Libby, McNeill &				
Libby	1,019			

Brennan Packing Co., 6.900 hogs; Miller & Hart, 6,700 hogs; Independent Packing Co., 5.300 hogs; Boyd, Lanham & Co., 4,900 hogs; Western Packing & Provision Co., 8,700 hogs; Roberts & Oake, 8,900 hogs; Agar Pkg. Co., 4,000 hogs; others, 8,000 hogs, 600 hogs, 600 hogs, Totals: Cattle, 24,003; calves, 7,855; hogs, 135,-300; sheep, 67,274.

KANSAS CITY.

	Cattle.	Calves.	Hogs.	Sheep.
Armour & Co	. 2,924	1,392	7,127	6,564
Cudahy Pkg. Co	. 3,240	1,333	5,246	7,565
Fowler Pkg. Co	1 820	829	2.940	4.269
Swift & Co		1,054	10,612	9,409
Wilson & Co		794	5,357	5,804
Local butchers	. 977	72	1,494	30
Motel	15 064	K 474	22 776	99 641

	Cattle and	1	
	Calves.	Hogs.	Sheep.
Armour & Co	2.961	5.334	5.736
Oudahy Pkg. Co	5,082	4,504	8,001
Dold Pkg. Co	975	4.722	
Morris & Co	2.224	1,288	2.175
Swift & Co	3.987	3,400	7,180
Eagle Pkg. Co	19		
Glassburg, M	9		
Hoffman Bros			
Mayerowich & Vail	36		
Omaha Pkg. Co			
J. Rife Pkg. Co			
J. Roth & Sons			****
80. Omaha Pkg. Co			
Lincoln Pkg. Co			****
Morrell Pkg. Co			
Nagle Pkg. Co			****
Sinclair Pkg. Co			
Wilson & Co			****
Other buyers		9,052	****
Total	16,245	19,248	23,092

Cattle.	Calves.	Hogs.	Sheep.
Armour & Co 1,999 Swift & Co 3,436 Morris & Co 2,478 East Side P. Co 1,544	1,151 2,340 391 17	6,650 7,742 2,956 9,600	1,418 1,810 1,220
Others 5,072	1,367	14,270	2,826
Total14,529 ST. JOS	5,266 EPH.	41,218	7,274
Cattle.	Calves.	Hogs.	Sheep.

(attle.	Calves.	Hogs.	Sheep.
Swift & Co. Armour & Co. Morris & Co. Others	1,813	581 249 147 676	12,230 6,832 4,437 7,149	12,201 4,814 1,277 4,652
Total	,	1,653	30,648	22,944
		CITY.	TT	(1)

C	attle.	Calves.	Hogs.	Sheep.
Cudnhy Pkg. Co	1.821	266	6.595	3,706
Armour & Co	1,989	236	6,311	4.137
Swift & Co	1.498	249	3,406	3,613
Smith Bros	9	1	45	
Local butchers	122	24	****	
Others	1,848	93	****	
Total	7,287	869	16,357	11,456

						Calves.	Hogs.	Sheep.
Wilson	Morris Wilson Others	å	Co.		. 1,312 . 1,772	977	4,443 4,406 592	144 160
	Total		• • • •	•••••	9 100	0.101	0.441	904

OKLAHOMA CITY.

INDIANAPOLIS.

	attie.	Calves.	Hogs.	Sheep.
Outside buying	1,343	1.933	29.546	6.998
Aingan & Co.	984	784	10,056	793
indianapolis Aht. Co.	741	17	631	928
Armour & Co.	465	20	1.978	113
Hilgemeier Bros	4		1,201	
Brown Bros.	107	28	167	11
neu Pkg. Co	47		216	
ochumuer Pkg Co	28		402	****
Meler Pkg. Co	94	6	393	6
MILLER PROVISION CO.	56		413	17
Mess-Hartman & Co.	15	11		
Art Wahnitz	8	62		25
Myerview Pkg Co	17	3	212	
mostler Abt Co	9			
Miscellaneous	573	83	298	403
Total	4,491	2,947	45,513	9,294

CINCINNATI.

CIN	CINN	ALI.		
C	attle.	Calves.	Hogs.	Sheep.
C. A. Freund S. W. Gall	102	42	158	477
J. Hilberg	126	7		62
Gus. Juengling		98		80
E. Kahn's Sons Co. Kroger Gr. & B. Co.	919 215	243 92	6,234 3,606	298
Lohrey Pkg. Co	3	****	272	
H. H. Meyer P. Co. W. G. Rehn & Son.	115	51	3,674	****
A. Sander Pkg. Co	5		1,452	
J. Schlachter & Son J. & F. Schroth Co.	168	192	2.896	146
Vogel & Son	9	4	449	****
J. F. Stegner	195	169	****	23
Total	2,066	898	18,741	1,086
MI	LWAU	KEE.		
	-441-	C-1	¥7	CV2

Cattle. Caives. Hogs. Sheep. Plankinton Pkg. Co. 1,742 4,660 13,363 1,630 U. D. B. Co., N. Y. 37

Total	3,515	7,367	14,393	2,066
Traders	429	90	48	177
Butchers	319	190	263	. 233
Armour & Co., Milw.	761	2.412		
R. Gumz & Co	227	15	110	26
The Layton Co			609	

WICHITA. Cattle. Calves. Hogs. Sheep. 471 55 6,463 5,030 731 24

Total 1,979 526 11,493 755 DENVER.

	Cattle.	Curves.	Liuga.	onech.
Swift & Co	1,550	111	1,429	7,889
Armour & Co	823	103	1.447	11.680
Blayney-Murphy	542	90	1.389	
Miscl. packers	920	93	1,272	2,673
Total	3,835	397	5,587	22,242

	UL.			
	Cattle.	Calves.	Hogs.	Sheep.
Armour & Co	3,786	3,509	16,693	10,360
Cudahy Pkg. Co	710		****	
Hertz Bros		38	75	
Swift & Co	5,647	5,540	25,778	16,008
Truland The Co.				

United Pkg. Co. . . 1,712 151 ... 12 Others 755 ... 9,797 6,500 Total12,827 10,626 52,843 32,880

RECAPITULATION. Recapitulation of packers' purchases by markets for the week ended October 20, 1928, with com-parisons.

CATTLE.

	ended Oct. 20.	Prev. week.	week, 1927.
Chicago	24,003	21.884	31.678
Kansas City	15,964	14,682	26,921
*Omaha	16,245	14.373	20,562
St. Louis	14,529	12,360	16.334
St. Joseph	11,372	11,777	12,578
Sioux City	7,287	7.193	9,005
Oklahoma City	3,198	3,671	4.512
Indianapolis	4,491	4,060	6,135
Cincinnati	2,066	2,297	1,135
Milwaukee	3,515	3.720	4,259
Wiehita	1,979	1.713	2.351
Denver	3.835	3,039	
St. Paul	12,827	9,934	* ****
Total	121,311	110,703	135,470

*Includes calves.		
HOGS.		
Chicago135,200	119,100	95,600
Kansas City 32,776	28,260	21.715
Omaha 19,248	29,172	31,238
St. Louis 41,218	41.578	28,865
St. Joseph 30,648	24,820	24,376
Sloux City 16.357	21.889	20,886
Oklahoma City 9,441	8,527	6.244
Indianapolis 45,518	42,838	27,970
Cincinnati 2,066	15,729	14,234
Milwaukee 14,393	11,255	18,679
Wichita 11,493	12.139	11,203
Denver 5,537	4.435	
St. Paul 52,343	41,332	
Total416,233	401,074	301,010

SHE	EP.		
hicago	67.274	54,142	56
Cansas City	33,641	30,164	24
maha	23,092	32,158	22
t. Louis		5,330	7.
st. Joseph		31,245	21
Sioux City	11,456	10,827	12
klahoma City	304	374	

Oklahoma City 3use Indianapolis 9,294 Cincinnati 1,086 Milwaukee 2,966 Wichits 755 Denver 22,242 St. Paul 32,880 7,772 1,178 2,198 556 16,939 29,880 Total234,308 222,763 156,052

CHICAGO LIVESTOCK

Statistics of livestock at the Chicago Union Stock Yards for current and comparative pariods are reported as follows:

RECEIPTS.

Cattle.	Calves.	Hogs.	Sheep.
Mon., Oct. 1526.535	2.941	36,776	29,424
Tues., Oct. 16 7.743	3,013	29,385	20,511
Wed., Oct. 1710,683	2,015	20,185	31,697
Thurs., Oct. 18., 6,208	3,106	36,178	19,267
Fri., Oct. 19 1,398	947	20,618	7,807
Sat., Oct. 20 500	200	5,000	2,000
Totals this week 53,065	12,222	148,142	110,706
Previous week47,709	12,290	131,016	105,632
Year ago70.926	14,834	126,038	99,363
Two years ago 79.952	15.449	132,596	99,894

Year's receipts to Oct. 20, with comparative totals.

Oct	ober-	Ye	1
1928.	1927.	1928.	1927.
 .157,446	180,275	1,951,444	2,299,621
	40,816	682,019	577,387
			5,901,033
 .346,658	291,965	3,154,025	3,091,267
		1928, 1927. 157,446 180,275 38,255 40,816 372,883 301,832	157,446 180,275 1,951,444 38,255 40,816 682,019 372,883 301,832 6,636,231

SHIPMENTS.

	Cattle.	Calves.	Hogs.	Sheep.
Mon., Oct. 15.	5.277		7.168	5,315
Tues., Oct. 16.	4.133	332	2,407	7.792
Wed., Oct. 17.	3.394	86	1.884	6,778
Thur., Oct. 18.	2,999	165	3,168	7,403
Fri., Oct. 19.,	1.262		6.138	9.477
Sat., Oct. 20	100	****	500	5,000
Totals this wee	k.17,165	583	21,265	41,765
Previous week	16,438	317	20,123	49,942
Year ago	23,775	1,084	32,164	32,691
Two years ago	27,901	2,439	41,963	42,297

														-	Cattle.	Hogs.	81	ieep.	Lamb
Week		e	n	đ	e	d	ı	(h	ef	t.	2	0		814.60	\$ 9.70	8	5.75	\$13.1
Previ	01	1	8	3	W	е	e	1							15.25	9.90		5.60	12.9
1927															13.85	10.90		5.65	13.8
1926															10.15	12.65		6.25	13.8
1925																11.05		7.35	15.0
1924															10.40	9.80		6.45	13.7
1923															10.00	7.05		6.25	12.7
AT		9	0	6			•	0	n	7				•	911 10	210 20	-	0.40	912.0

SUPPLIES FOR CHICAGO PACKERS.

Net supply of cattle, hogs and sheep for packers at the Chicago Stock Yards.

																	C	at	tle.	1	H	08	18.	8	hee	p.
*Week		e	ne	de	e	a	1	0	c	ŧ.	1	21	0			.2	86	.0	00	12	7.	00	0	0	9.0	00
Previo	us	8	V	V	e	el	k									.8	11	.2	71	11	0.	89	3	5	5.6	90
1927 .																.4	17	.1	51	9	3.	87	4	0	6,6	72
1926 .												3				.1	52	.0	51	9	0,	62	8	5	7,5	97
1925 .																.4	18	,5	38	9	2,	65	2	4	0,6	59
1924 .																.4	17	.9	24	28	2.	01	1	6	4.4	04

^{*}Saturday, Oct. 20, estimated.

HOG RECEIPTS, WEIGHTS, PRICES.

Receipts, average weight and top and average prices of hogs, with comparisons:

	Average No. V		—Pri	000
	received.			Avg.
*Week ended Oct. 20.	148,100	244	\$10.35	\$ 9.70
Previous week	.131,016	241	11.00	9.90
1927	126,038	236	11.90	10.90
1926	132,596	244	14.05	12.65
1925	128,140	247	12.10	11.05
1924		237	10.90	9.80
1923		238	7.70	7.05
Avg. 1923-1927	.151,200	240	\$11.85	\$10.80

*Receipts and average weights for week ended Oct. 20, 1928.

HOG SLAUGHTERINGS.

Chicago packers' hog alaughterings for the week ended Oct. 20, 1928.

14.70 2,90 12,10 5,90 14,30 8,30 4,90 8,70 8,70
5,900 14,300 8,300 4,900 8,700
4,90
8,700
8.90
6,70
5,80
6,90
4,00
31,60
95,60
91,30
97,00

Hide and Skin Markets

Chicago.

PACKER HIDES.—After a full week of inactivity, another decline of ½c was established late this week on branded cows and Colorados. The attention of both buyers and sellers was centered on the meeting of the Tanners' Council here this week, and trading was expected to follow on a scale to clear up the present unsettled condition and definitely establish the market.

One packer, without tanning account outlet, who has been the only seller of hides recently, moved 12,000 October branded hides late this week at Chicago; the same packer also moved 10,000 August-September hides on the Pacific Coast market, at 16½c for steers and 16c for cows. This packer has been moving hides recently on a declining market, especially light cows and branded hides, which are in greatest supply.

Other packers, however, have not been disposed to follow these prices, claiming that the sharp and steady decline in the hide market recently has more than discounted conditions in the leather market; and opportunities to move hides at these prices have been declined. After each sale, buyers have reduced their ideas of values ½c or more, leaving buyers and packers who have hides to sell farther apart. When a trading basis is finally agreed upon, a quick clearance on a large scale is expected.

Sales were reported late this week in the South American market of 4,000 Anglos and 4,000 Sansinenas at \$47.50, figuring equivalent to 22c, indicating a steady market. In fact, South American hides are bringing better prices at present than domestic hides on this market, and the opinion is gaining ground here that the decline here has been overdone.

Spready native steers quoted in a nominal way around 23@23½c. Heavy native steers last sold at 21½c; heavy hides are in lighter supply and considered stronger than the light end. Extreme native steers nominally around 18½@19c.

Last trading in butt branded steers was at 20c. One packer sold 2,000 October Colorados late this week at 18c, or ½c down. Heavy Texas steers quoted nominally around 20c; light Texas nominally 18c; extreme light Texas steers quoted with branded cows at 17c.

Last trading in heavy native cows was at 20c, last week. Light native cows sold at 18½c at same time. One lot of 10,000 branded cows moved late this week at 17c, or 14c down.

this week at 17c, or ½c down.
Bulls still neglected and quoted nominally around 13@13½c for native bulls and 12½@13c for branded.

SMALL PACKER HIDES—Late last week a local small packer moved October productions of three outside plants at 17½c for all-weight native steers and cows and 16½c for branded f.o.b. production points. Other small

packers are inclined to view these prices as a trifle low, based on reported ability to sell more branded hides around 17c here, if available. However, most local killers, except one, have already moved October hides. One lot of October bulls sold early this week at 12c for native bulls and 11c for branded; later, a car of September bulls sold at 11½c. On the Pacific Coast, one packer moved 10,000 August-September hides at 16½c for steers and 16c for cows.

HIDE TRIMMINGS—Market quiet; big packer trimmings last sold at \$35 per ton, and small packer trimmings quoted nominally around \$31.

COUNTRY HIDES — Market has been dull and easy, with buyers holding off until packer hide market has settled down. Good all-weights are priced 14@14½c, selected, delivered. Heavy cows and steers priced nominally at 14@14½c, selected. Offerings of good buff weights at 15c fail to attract attention and some quoting nominally 14½@15c. Good 25/45 lb. extremes can be had at 17c, selected. Bulls weak and nominally 10@10½c, selected. All-weight branded priced 12½@13c, less Chgo. freight.

CALFSKINS—Packer calfskins quoted nominally at 26½c for northerns, based on last reported sale. Apparently only one packer holding calf at the moment and up to 29c talked here, following slight recovery in city calf market.

First salted Chicago city calfskins advanced ½c, when one car sold this week at 24½c; a car moved at the close of last week at 24c. Outside cities sold at 23c, for practically all first salted skins. Mixed cities and countries quoted around 21@22c.

KIPSKINS—Last trading in packer native kips was at 25c, northern basis, and now offered at this figure. Overweights last sold at 24c; branded nominally around 22½@23c.

First salted Chicago city kips sold again this week at 23c for one car. Outside cities quoted around 22½c. Mixed cities and countries 19@20c; some mixed southerns reported sold at 18c.

Last trading in big packer regular slunks at \$1.75, last week; hairless nominally 60@65c.

HORSEHIDES — Market easy, with choice renderers offered at \$6.00@6.25, ranging down to \$5.00@5.50 for fairly good mixed lots.

SHEEPSKINS—Dry pelts quoted 24 @26c per lb., according to section. Last trading in big packer shearlings at \$1.60@1.65; one car, running about 90% No. 1's, offered out at \$1.65. Big packer fall clip pelts last sold at \$2.10. Pickled skin market somewhat mixed; some houses still sold ahead and market talked in a nominal way from \$9.25 to \$9.75 per doz., straight run of packer lamb; one car sold at \$9.50. Last trading in pickled sheepskins was at \$10.00 per doz. for ribby sheep and \$12.00 per doz. for blind ribby sheep, big packer production.

PIGSKINS—No. 1 pigskin strips quoted 10%c last paid for big packer take-off; gelatine stocks last sold at 5c. New York.

PACKER HIDES—City packer hide market very quiet; September hides about cleaned up and Octobers not yet offered, pending some definite settlement of values in the western market. All descriptions quoted nominally on basis of Chicago market.

COUNTRY HIDES—Market con-

COUNTRY HIDES—Market continues weak and trading dull; with the general unsettlement of values, buyers not inclined to enter the market. In a nominal way, good 25/45 lb. extremes quoted around 17c, all-weights at 14½c, buff 14½@15c.

CALFSKINS—Calfskin market fairly active on the heavy end and slightly lower; 5-7's quoted \$2.35, 7-9's at \$2.70; sales of 35,000 9-12's reported at \$3.55. Veal kips, 12/17 lb., offered at \$4.00, buttermilk kips sold at \$3.85 for 8,000, and 7,500 heavy kips 17-lb. and up sold at \$5.25.

CHICAGO HIDE MOVEMENT.

Receipts of hides at Chicago for the week ended October 20, 1928, 2,912,000 lbs.; previous week, 2,473,000 lbs.; same week, 1927, 3,396,000 lbs.; from January 1 to October 20, 162,979,000 lbs.; same period, 1927, 179,695,000 lbs.

Shipments of hides from Chicago for the week ended October 20, 1928, 5,102, 000 lbs.; previous week, 3,444,000 lbs.; same week, 1927, 5,901,000 lbs.; from January 1 to October 20, 180,330,000 lbs.; same period, 1927, 208,405,000 lbs.

CHICAGO HIDE QUOTATIONS.

Quotation on hides at Chica o for the week ended Oct. 26, 1928, with comparisons, are reported as follows:

	Veek ended Oct. 26, '28		Prev. week.	Cor. week, 1927.
Spr. nat. strs.23	@231/n	23	@231/2n	
Hvy. nat. strs.	@2114		@211/2	2314@24ax
Hvy. Tex.strs	@20n		@20n	@224
Heavy butt				
brnd'd strs.	@20		@20	@22%
Hvy. Col. strs.	@18		@18%	@22
Ex-light Tex.				
strs	@17		@17%	@20%
Brnd'd cows	@17		@171/2	@20%
Hvy. nat. cows	@20		@20	@21%
Lt. nat. cows.	@181/4		@181/	@21
Nat. bulls13		131/2	@14n	17 @17%m
Brnd'd bulls1				15%@16
Calfskins	@261/2	261/2	@27	26 @2641
Kips, nat	@25		@25	@24%
Kips, ov-wt	@24		@24	@24%
Kips, brnd'd2		221/2	@23n	@22%
Slunks, reg			@1.75	@2.00ax
Slunks, hrls6	0 @65	60	@65n	@1.66
Light native,	butt bran	ded	and Col	orado steem
1c per lb. less	than hear	vies.		

CITY A	ND SMALL	PACKER	8.
Nat. all-wts17	14@18	@18	@21
Branded16		@17	Q20
Nat. bulls11			@16%
Brnd'd bulls	@11	@12	618
Calfskins	@241/2 241/2		23 @25%
Kips		⅓@23ax	623
Slunks, reg	@1.60n		Q1.700
Slunks, hrls50	@55n 50	@55n	GIT.

CC	UNTRY	H	IDES.		
Hvy. steers14	@141/2	14	@1414	17	Q1TH
Hvy. cows14	@141/2	14	@14%	17	Q175
Buffs141	4@15		@15		@18%
Extremes		17	W171/2		@2141
Bulls10				13 (21316K
Calfskins19			@191/		@1m
Kips184		18	@19n		@10a
Light calf1.4	0@1.50			1.20	01.8
Deacons1.4			1.50	1.20	@1.N
Slunks, reg75	@90		@90		01.0
Slunks, hrls25			@30	20	Gte
Horsehides5.0			00@6.25	6.20	@7.5
Hogskins75	@85	75	@85	70	915

		D-1-1-10-1	
Pkr.	lambs	*******	
	pkr. lambs	********	********
Pkr.	shearlgs.1.60@1.65		1.1501.
Dry	pelts24 @26	24 @26	25 03

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@20\ @20\ @21\ @21\ @21 @16 @26\ @24\ @24\ @24\

1501.3

Ice and Refrigeration

ICE NOTES.

The Mount Whitney Packing and Cold Storage Co., Independence, Calif., has been incorporated with a capital stock of \$50,000.

The new cold storage warehouse un-der construction by Roberts & Gretner, Miami, Fla., has been completed. The cost of the building without equipment was in the neighborhood of \$50,000.

The Illinois Public Service Co. is planning the construction of a cold storage warehouse in Cairo, Ill.

A cold storage and packing plant will be built in Clarkston, Wash., by the Twin City Fruit Growers Association.

The sale of the Gloucester Ice & Refrigerating Co., Gloucester, Va., to the East Coast Utilities Co. has been ap-

The East Coast Ice Co., Waverly, Va., has been incorporated to build an va., nas been incorporated to build an ice manufacturing and cold storage plant. Lloyd C. Pulley and Frank P. Pulley, Jr., are the incorporators.

The Texas Ice & Cold Storage Co., Dallas, Tex., has been purchased by the Central West Public Service Co.

A new plant will be erected in Dallas, Tex., by the Central Ice & Cold Stor-

A new cold storage plant will be erected in Jackson, Miss. The plans

are now being prepared.

The Merchants Storage & Refrigeration Co., Baltimore, Md., has been incorporated. It has acquired an old plant in the city which will be remodeled. George H. Jarboe, and Elisha V. Durkor are the incorporators. V. Dunker are the incorporators.

The cold storage warehouse of the

Autin Market, Houma, La., has been placed in operation.

A new ice plant will be erected in Wichita Falls, Tex., by the North Texas lee & Cold Storage Co. The cost will be about \$15,000.

A contract has been awarded by the Pere Marquette Railroad for the construction of a cold storage warehouse in Detroit. The cost will be about \$200,-

The new cold storage plant of Ward & Grainger, Okanogan, Wash., has been completed and placed in opera-

A new cold storage plant will be built in Livingston, Tex., by C. E. Thompson of Chicago.

About \$50,000 will be spent to enlarge and improve the plant of the Santa Maria Ice & Cold Storage Co., Santa Barbara, Calif.

Work will commence soon, it is expected, on a cold storage plant in Hawkinsville, Ga. It will be operated under the name of the Right Way Cold Storage Co.

The capacity of the cold storage plant of the New Ice Co., Orlando, Fla., has been increased.

Plans have been prepared by the Texas Ice & Refrigerating Co., Fort Worth, Tex., for a new cold storage plant to cost, with equipment, \$50,000.

Fire recently did considerable damage to the ice, cold storage and fruit packing plant of the A. H. Thomas Manufacturing Co., Stuart, Fla.

The Artificial Ice & Cold Storage Co., Indianapolis, Ind., is considering the erection of an addition to its plant. The contemplated cost is \$700,000.

MEAT PLANT COLD STORAGE.

The meat packing plants of the United States on October 1, 1927, contained 245,554,904 cubic feet of refrigerated space, according to information compiled by the U. S. Bureau of Agri-cultural Economics from the last biennial census report.

Illinois meat packing plants head the list with a total of 63,273,282 cubic feet. Iowa plants are second with a total of 17,542,431 cubic feet; Missouri third, with a total of 15,869,244 cubic feet, and New York fourth, with a total of 15,612,356 cubic feet.

Of this total capacity of refrigerated space, 109,839,925 cubic feet are in ten of the larger cities of the country. Chicago there was on that date 52,832,-108 cubic feet; in St. Louis, Mo., and East St. Louis, Ill., 15,608,827 cubic feet; in Omaha, Neb., 11,942,236 cubic feet, and in Greater New York, 9,051,-443 cubic feet. Other cities having 443 cubic feet. Other cities having 1,000,000 cubic feet or more of refrig-erated space were Baltimore, Buffalo, Cincinnati, Cleveland, Los Angeles and Pittsburgh.

The total of all refrigerated space in the United States on October 1, 1927, was 667,846,573 cubic feet. Illinois led the list with a total space of 128,-990,561 cubic feet.



Small Space Reguired for This

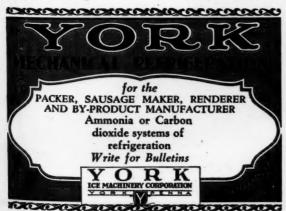


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What better use could be made of a space 3'-8" long by 18" wide than to install an automatic Frick Refrigerating

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100% Pure

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ADDITION NOW UNDER CONSTRUCTION

The Insulation in Your Cold Storage Earns Profits

If it is erected properly

70U watch your refrigeration costs closely. You insist that they must be KEPT I low. Your refrigerating machinery is constantly inspected and overhauled; it is always maintained in first class condition . . . for it SUPPLIES refrigeration.

But what about your insulation? It too should be constantly inspected; it too should be always maintained in first class condition . . . for it CONSERVES refrigeration.

Your refrigeration costs are directly dependent upon your insulation. Obviously it can make or break a plant. Can too much care and consideration, then, be given to the selection of the CORKBOARD to be used; the methods by which it is to be erected; the contractor who installs it . . . his reputation, responsibility, etc.?

Follow the lead of the leaders and let United do your work. Your insulation will then earn profits by reducing refrigeration costs.

RECENT INSTALLATIONS

RATH PACKING CO., Waterloo, Iowa OSCAR MAYER & CO., Chicago, Ill. KINGAN PROV. CO., Phila., Pa. EMGE & SONS, Fort Branch, Ind. OTTO STAHL, INC., New York City ROBERTS & OAKE, Chicago, Ill. SELLMAYER PACK. CO., Baltimore, Md. ADOLF GOBEL, New York City UNION ABATTOIR, Richmond, Va. JACOB ULMER PACKING CO., Pottsville, Pa. VERMONT PACK. CO..

VERMONT PACK. Co., Bellows Falls, Vt. N. AUTH Prov. Co., Washington, D. C.

JOHN MORRELL & Co., Sioux Falls, S. D., & Ottumwa, Ia.

HUGHES-CURRY PACK. Co.,
Anderson, Ind.

and many others

Be positive of economical refrigeration . . . Use

Crescent 100% Pure Corkboard

installed complete by

United's Service

Get United's specifications and proposal on your next job

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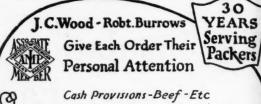
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Brokers, Importers and Exporters for the Pacific Coast Market Provisions, Fats, Oils and all By-Products SEATTLE, WASH, All Codes PORTLAND, ORE.

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Packing House Products Domestic

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On request, our complete provision, fresh meat, packinghouse meat, packinghouse products, tallow and grease daily market tallow and quotation sheets will be mailed to any member of the trade free of charge; also our periodical market reports.

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MEAT During were sla which 8, 825 swin United The July that of 60

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Chicago Section

Robert Johnson, Oscar Mayer & Co., Madison, Wis., visited in the city dur-ing the week and called on trade con-

Packers' purchases of livestock at Chicago for the first four days of this week totaled 30,410 cattle, 7,692 calves, 93,620 hogs and 40,025 sheep.

Fred G. Duffield, vice-president of Jacob E. Decker & Sons Co., Mason City, Ia., transacted business in the city during the week.

William P. Gruendler of the Gruendler Patent Crusher and Pulverizer Co., St. Louis, Mo., transacted business in the city during the week.

Ralph Daigneau, provision manager, George A. Hormel & Co., Austin, Minn., stopped off in the city for a day on his way home from the annual convention of the Institute of American Meat Packers at Atlantic City, N. J.

Provision shipments from Chicago for the week ended Oct. 20, 1928, with comparisons, are reported as follows:

Last wk. Prev. wk. 1927. Cured meats, lbs. .24,723,000 17,388,000 19,821,000 Presh meats, lbs. .35,081,000 27,341,000 34,616,000 Lard, lbs.18,520,000 11,934,000 8,435,000

RAULERSON IN NEW FIELD.

J. A. Raulerson, who for the past twenty years has been associated with Armour and Company, has resigned his position as one of its Philadelphia managers to accept the presidency of the Camden Rail, Harbor & Terminal Co., Camden, N. J. Mr. Raulerson will also be president and general manager of the International Sales Co., an organization which will be equipped to handle a full line of all western dressed meats, poultry, cheese, eggs, canned meats, provisions, vegetables and fruits, imported products such as olive oil, fancy canned fish and divers other

The Camden Rail, Harbor & Terminal Co. is a ten-story structure, designed along most modern lines, represents the finest and best in re-frigeration equipment. The terminal is advantageously situated, occupying a 5½ acre tract with 500 feet of frontage on the Delaware River, and immediate rail connections with the Reading and Pennsylvania railroads, as well as a connecting belt line. The ware-house is adjacent to the business center of Camden, N. J. The entire first floor of the warehouse will be used by the International Sales Co. in the handling of its commodities.

MEAT CONSUMPTION AT RIO.

During July, 1928, 10,789 animals were slaughtered at the municipal abattor at Santa Cruz, Rio de Janeiro, of which 8,970 were steers, 994 calves and 825 swine, according to a report to the United States Department of State. The July kill was 2,464 head less than that of July, 1927, and 586 head less than in June, 1928.

EASTERN FERTILIZER MARKET.

(Special Report to The National Provisioner.) New York, Oct. 24, 1928.

There has been a good demand for spot blood here, with but a limited quantity offered, and the present quotations are about \$4.75 per unit f.o.b. New York. South American blood is offered for October shipment at \$4.90

Ground tankage sold at \$4.50 & 10c f.o.b. which is today's asking price for October shipment.

Cracklings remain about the same with limited trading. Only small quantities of fish scrap

are now being offered as the season is about at an end.

Nitrate of soda is firm with trading being done on rather a small scale just now. In fact, not very much is being done here in either fertilizer or feeding

CHEMICALS AND SOAP SUPPLIES.

(Special Report to The National Provisioner.) New York, October 25, 1928.

Extra tallow, f.o.b. seller's plant, 94c

Extra tallow, f.o.b. seller's plant, 9½c lb.; Manila cocoanut oil, tanks, New York, 8½c lb.; Manila cocoanut oil, tanks, coast, 7%c lb.; Cochin cocoanut oil, barrels, New York, 10½c lb.
P. S. Y. cottonseed oil, barrels, New York, 11½c lb.; crude corn oil, barrels, New York, 10½@10%c lb.; barrels, New York, 10½@10%c lb.; 5 per cent yellow oilye oil, barrels.

foot, barrels, New York, 10½@10%c lb.; 5 per cent yellow olive oil, barrels, New York, \$1.35@1.40 gal.
Crude soya bean oil, barrels, New York, 11¼@12½c lb.; palm kernel oil, barrels, New York, 9%c lb.; red oil, barrels, New York, 9%c lb.; Nigre palm oil, casks, New York, 8½c lb.; Lagos palm oil, casks, New York, 9½c lb.; glycerine (soaplye), 7%c lb.

PHILADELPHIA MEAT SUPPLIES.

Receipts of western dressed meats and local slaughters under city and federal inspection at Philadelphia, Pa., for the week ended Oct. 20, 1928, with comparisons, were as follows:

Western dressed meats:	Week ended Oct. 20.	Prev. week.	Cor. week, 1927.
Steers, carcasses Cows, carcasses Bulls, carcasses Veals, carcasses Lambs, carcasses Mutton, carcasses Pork, lbs	1,167 364 1,470 12,163 2,017	1,935 1,388 276 1,551 12,239 1,602 604,936	2,469 1,245 452 2,053 10,233 1,335 277,670
Local slaughters: Cattle	1,777	1,350 1,766 16,539 4,709	2,305 2,482 17,928 6,175

U. S. MEAT IMPORTS.

Higher prices attracted larger imports of beef and veal during the year ended June 30, 1928. Total imports amounted to 50,686,000 lbs., or more than double the imports last year, and higher than for any year since 1916. Of this amount, 37,797,000 lbs. came from Canada, 7,838,000 lbs. from New Zealand, and 1,941,000 lbs. from Australia. Imports of live cattle, mutton and prepared meats were also larger than in 1926-27.

TRADE GLEANINGS

The Southern Cotton Oil Co. has acquired the Empire Oil Co., Valdosta.

John P. Wahl, Oregon City, Ore., has engaged in the sausage manufacturing business.

Fire in the plant of the Brennan Packing Co., Chicago, Ill., caused a small loss recently. Ernesto Biondi has purchased a half

Ernesto Biondi has purchased a half interest in the sausage manufacturing business of A. Toretta, Crockett, Calif.
The Cotton Oil Co., Clinton, S. C., has been incorporated with a capital stock of \$50,000. John T. Stevens and F. E. Culvern are the incorporators.
T. C. Thompson, Moultrie, Ga., has installed equipment and will engage in the manufacture of sausage. He will also deal in fresh nork at wholesele.

also deal in fresh pork at wholesale.

Birchler Bros. are engaging in the meat packing business in Carmi, Ill. They will manufacture lard and sausage and process hams, bacon and other

Armour and Company will erect a branch house in Baton Rouge, La., to cost \$100,000. The building, the contract for which has been let, will be located opposite the Y. and M. V. freight depot.

The plant of the Mt. Whitney Packing & Cold Storage Co., Independence, Calif., was opened for business last month. The plant has a capacity of

100 cattle, hogs and sheep and 500 head of poultry a day.

The board of directors of the St. Louis Independent Packing Co., St. Louis, Mo., recently decided to pass the regular quarterly dividends on the preferred and common stock of the company. One and three-fourths per cent has been paid quarterly on the pre-ferred and 32½c on the common.

The Progressive Packing Co., 1139
Forty-seventh St., Chicago, Ill., was formally opened for business on October 24. The company will specialize in boneless beef and veal, pork and miscellaneous kindred meats for sauces and veal weats and cannot meats. sage, dried beef and canned meats. Emmet Cavanaugh, formerly vice president of the Superior Packing Co., is

president of the superior racking Co., is president of the new concern.

At a meeting of the stockholders of the Winchester Union Stock Yards and the Puckett & Helms Co., meat packers, Winchester, Ind., held re-cently, arrangements for the consolidation of the two concerns were made. dation of the two concerns were made. Everett Puckett, was elected a director and vice president of the stockyards company. He will also be in charge of the packing and retail meat business of Puckett & Helms.

AUG. MARGARINE PRODUCTION.

Production of margarine during August, 1928, as reported by margarine manufacturers to the U. S. Bureau of Internal Revenue, with comparison, for the same month last year, is given as

				4	lug., 1927. Lbs.	Aug., 1928. Lbs.
Uncolored Colored	ed margarine margarine				. 19,848,807 . 1,033,313	22,436,765 1,173,484
Total					.20,882,120	23,610,240

Chicago Provision Markets

Reported by THE NATIONAL PROVISIONER DAILY MARKET SERVICE

CASH PRICES.	FUTURE PRICES.					
Based on Actual Carlot Trading, Friday,		SATURDA	Y, OCTOB	ER 20, 192	18.	
Aug. 26, 1928.		Open.	High.	Low.	Close.	
Regular Hams.		LARD—			11.271/2	
Green. S. I	Ρ.	Oct	11.271/2	11.25	11.271/2	
8-10 17 201	1/2	Dec11.55	11.521/2	11.40	11.421/2	
19-14 16 194	%	CLEAR BELLIES-	-		13.40	
14-16 16 191	1/2	Oct Nov		*****	12.70 12.50	
16-18 15% 19		Dec	*	*****	12.50	
10-16 Range 16		SHORT RIBS-			12.75	
14-16 15% 15% 19 18-19 1542 19 16-18 16-18 15½ 19 16-22 Range 15½		Oct Dec		****	12.15	
S. P. Boiling Hams.			OCTOBE	R 22, 192	8.	
H. Run. Select		Open.	High.	Low.	Close.	
10-18	1/9	LARD-			44 071/-	
20-22 18½ 19		Oct	11.30	11.20	11.27½n 11.27¼-30	
Skinned Hams.		Oct	11.45		$11.27\frac{1}{3}.30$ $11.42\frac{1}{3}.45$	
Green. 8. 1	P.	Jan11.80-821/2	12.024	11.771/2	11.85ax 12.02½	
	1/2	May12.20	12.20	12.171/2	12.20b	
14-16	3/9	CLEAR BELLIES-	_			
16-18	14	Oct			13.40ax 12.60ax	
20-22	-	Nov Dec			12.30ax	
24-26 14% 15	%	Mar			12.75n	
25-30 14% 153 30-35 14% 155	1/4	SHORT RIBS-			12.75n	
Picnics.		Oct Dec			12.15n	
Green. 8. 1	P.			ER 23, 192	28.	
4-6		Open			Close.	
	1/8	LARD-				
8-10	1/2	Oct	****	****	11.40b 11.40b	
10-12 12 13 12-14 12 13	%	Nov	11.55	11.371/2	11.55	
Bellies.*		Jan11.85	11.95	11.80 12.071/4	11.95b 12.10b	
Green. S. 1		Dec11.45 Jan11.85 Mar12.07½ May12.25	12.321/2	12.221/2	12.321/b	
6-8 16 16 8-10 16 16	11/2	CLEAR BELLIES-	-			
10-12 16 16	31/4	Oct13.40 Nov	13.40	13.40	13.40ax 12.60n	
12-14 15½ 16 14-16 15½ 15		Dec	10.40	****	12.30ax	
8-10 16 16 10-12 16 16 12-14 15½ 16 14-16 15½ 15 16-18 15 15	1/2	24444		****	12.75n	
*Square Cut and Seedless.		SHORT RIBS-		****	12.75n	
D. S. Bellies.		Oct Dec	****		12.15n	
Clear. Ri	ib.	WEDNESDA			1928.	
14-16 141/2		Open.	High.	Low.	Close.	
14-16	374	LARD-	11.571/2	11.45	11 571/m	
90.95 13% 18	3%	Oct11.55 Nov11.60	11.60	11.45	11.57½n 11.57½b	
10-20 20-25 13% 13 25-30 13½ 13 30-35 13% 13 35-40 13¼ 13	3%	Dec11.621/6-75	11.57½ 11.60 11.75 12.20	11.60 12.00	11.75 12.15b	
25-30 13½ 13 30-35 13% 13 35-40 13¼ 13 40-50 12½ 12%	31/4	Jan12.00-20 Mar12.2714	12.2714	12.25	12.271/b	
40-50	278	Mar12.271/3 May			12.45b	
D. S. Fat Backs.		CLEAR BELLIES	-		13.40n	
8-10	2	Oct Nov	****	****	12.60n	
12-14	234	Dec	****	****	12.30ax 12.75ax	
14-16	3%	SHORT RIBS-	****	****	AZ. FORA	
18-20	31/6	Oct Dec			12.75n	
20-2514	4%		****	****	12.15n	
D. S. Rough Ribs.				BER 25, 1		
45-50	2	LARD— Open.	High.	Low.	Close.	
65-70	3%				11.55n	
70-80	31/2	Oct Nov11.60	11.60	11.55 11.65	11.55ax 11.65	
Other D. S. Meats. Extra Short Clears35-45 13	9	Dec11.77½-80 Jan12.15	12.15	12.0714	12.071/	
Extra Short Ribs35-45 18	8	Jan12.15 Mar12.35 May12.45	12.35	12.071/4 12.221/4 12.371/4	12.22½ 12.37½	
Regular Plates 6-8 12	2%	CLEAR BELLIES	12.45	12.37 1/2	12.37 1/2	
Jowl Butts 11		Oct13.50	13.50	13.50	13.50	
Lard.		Nov.		12.30	12.60n 12.35	
	214	Dec12.30 Jan	12.35	12.30	12.35 12.75ax	
Prime steam, tierces	71/2	SHORT RIBS-				
4	_	Oct Dec12.00	12.00	12.00	12.75n	
	7	Jan	12.00	12.00	12.00ax 12.12½a	
and the second s				ER 26, 192		
The state of the s		Open.	High.	Low.	Close.	
DUDE VINECADE	П	LARD-				
PURE VINEGARS		Oct11.45	11.45	11.421/2	11.421/2	
		Nov11.50 Dec11.65	11.50 11.65	11.45 11.55	11.45b 11.55	
		Jan12.05	12.05	11.971/2	11.971/ga	
A. P. CALLAHAN & COMPANY		Mar May			11.97¼a 12.12¼a 12.32¼a	
					/2***	

12.60

12.60

CHICAGO RETAIL MEATS

		cer.				
	en	Week	oct. 1	7. Co	r. wk.	1927.
	No.	No. 2.	No. 8.	No. 1.	No. 2.	No. 8.
. end		30	16	25	22	12
end	45	35	20	40	28	20
	.32	30	21	26	20	14
	. 55	50	25	45	80	20

30	10			12	
30			20		
50			80	20	
45	22	45	32	22	
45		50	87	25	
25	18	28 -	25	18	
20	17	20	18	124	
				-	
24	18	24	22	18	
15	10		12	10	
22	18	25	22	18	
	85 80 50 45 45 25 20 24 15	85 20 80 21 50 25 45 22 45 2b 25 18 20 17 24 18 15 10	85 20 40 30 21 26 50 25 45 45 22 45 45 20 50 25 18 28 20 17 20 24 18 24 15 10 16	85 20 40 28 30 21 26 20 50 25 45 30 45 22 45 82 45 29 50 87 25 18 28 25 20 17 20 18 24 18 24 22 15 10 16 12	\$\frac{35}{30}\$ \begin{array}{cccccccccccccccccccccccccccccccccccc

Beef stew, chuck25	20	17	20	18	1214
Corned briskets, boneless28 Corned plates20 Corned rumps, bnls25	24 15 22	18 10 18	24 16 25	22 12 22	18 10 18
	ımb.		_	_	
Good. Hindquarters35 Legs40 Stews25 Chops, shoulder25 Chops, rib and loin60	Oc	27 28 15 20 25	Good 8 4 2 2 5 5	5 0 0	Com. 25 30 15 20 28
Mu	ttor	1.			
Legs		••	1 1 8	6	::
P	ork.				
Loins, 8@10 av. Loins, 10@12 av. Loins, 12@14 av. Loins, 14 and over Chops Shoulders Butts Spareribs Hocks Leaf lard, raw.	24	@27 @26 @25 @24 @30 @23 @26 @22 @14		33 31 28 25 34 20	@36 @34 @31 @27 @38 @22 @26 @28 @14
. V	eal.				
Hindquarters Forequarters Legs Breasts Shoulders Cutiets Rib and loin chops	24 35 16	@40 @28 @40 @22 @22 @50		36 18 36 14 12	040 024 040 015 024 045 045
Butche	ers'	Offal			
Suet		@ 5 @ 8 @50 @22 @21 @12			0 1 0 1 0 1 0 1 0 1 0 1 0 1 0 1

CURING MATERIALS.

	Bbls. Secan
Nitrite of Soda, l. c. l. Chicago Saltpetre, less than 25 bbl. lots, f. Dble. refd. gran Small crystals Medium crystals	. 6 5%
Dbl. rfd. gran. Nitrate of Soda.	. 4 8%
Saltpetre, 25 bbl. lots, f.o.b. N. Y. Dbl. refd. gran. Small crystals Medium crystals Large crystals	. 5% 6%
Dbl. rfd. gran. Nitrate of Soda. Boric acid, carloads, pwd., bbls Crystals to powdered, in bbls., i	8% 84
5-ton lots or more	816
Salt— Granulated, car lots, per ton, fcago, bulk Medium, car lots, per ton, f.o.b. bulk Bock, cariots, per ton, f.o.b. Cl	Chicago, 8.10
Sugar— Raw sugar, 96 basis, f.o.b. New Jeans Second sugar, 90 basis	None Series
Syrup, testing 63 and 65 combine crose and invert, New York Standard gran. f.o.b. refiners (2)	
Standard gran. 10.5. remers (2.5. Packers' curing sugar, 100 lb. f.o.b. Reserve, La., less 2%. Packers' curing sugar, 250 lb. f.o.b. Reserve, La., less 2%.	bags, Q4.11
f.o.b. Reserve, La., less 2%.	94.00

Carcass beef sells chiefly on its good looks. What ruins the looks of a carcass? How should the carcass "splitter" work to prevent this? Ask the "Packer's Encyclopedia," the mest packer's dictionary and guide.

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CHICAGO MARKET PRICES Ash pork barrels. black from hoops. \$1.55 & \$21.5756

CHICAGO	MIA	INNET PRICES	Ash pork barrels, black iron hoops. \$1.55 @1.57\{ Oak pork barrels, black iron hoops. 1.80 @1.85
WHOLESALE FRESH M	EATS.	DOMESTIC SAUSAGE.	Ash pork barrels, gaiv. iron hoops. 1.75 @1.774 White oak ham tierces. 2.224 @2.25 Red oak lard tierces. 2.224 @2.48 White oak lard tierces. 2.424 @2.48
Carcass Beef.		Fancy pork sausage, in 1-lb. carton @29 Country style sausage, fresh in link @23 Country style sausage, fresh in bulk @21	Red oak lard tierces
Week ended Oct. 24, 1928.	Cor. week. 1927.	Country style sausage, fresh in bulk @21 Country style asusage, smoked @25	
- to setting stooms 98 @97	23 @24	Frankfurts in sheep casings	OLEOMARGARINE.
Good native steers 25 @26 Medium steers 23 @24½ Heifers, good 19½@24½	16 @19	Bologna in beef bungs, choice	Highest grade natural color animal fat margarine in 1 lb. cartons, rolls or
	15 @18 11 @16	Bologna in beef middles, choice @194	prints, f.o.b. Chicago
Hind quarters, choice29 @31 Fore quarters, choice22 @23	28 @30 19 @20	Liver sausage in hog bungs	Cartons, rolls or prints, f.o.b. Chicago Nut, 1 lb. cartons, f.o.b. Chicago Nut, 1 lb. cartons, f.o.b. Chicago 10 and 60 lb. solid packed tabs, 1c per lb. less, Pastry, 60-lb. tubs, f.o.b. Chicago 616
Beef Cuts.		Head Cheese @18	(80 and 60 lb. solid packed tubs,
Steer Loins, No. 1 @45 Steer Loins, No. 2 @43	@48 @43	New England luncheon specialty @30 Minced luncheon specialty @22½	Pastry, 60-lb. tubs, f.o.b. Chicago @16
	@65	Tongue sausage . (a)22	DRY SALT MEATS.
Steer Short Loins, No. 2. @53 Steer Loin Ends (hips). @33. Steer Loin Ends, No. 2. @33	@54 @33	Polish sausage @211/2	Extra short clears
Steer Loin Ends, No. 2. @33 Cow Loins @27	@32 @26	DRY SAUSAGE.	Extra short ribs
Cow Short Loins @30	@26 @33 @18	Cervelat, choice, in hog bungs @49	Short clear middles, 60-lb, avg Q15 Clear bellies, 18@20 lbs G144, Clear bellies, 14@16 lbs G44, Rib bellies, 20@25 lbs G14 Rib bellies, 25@30 lbs G14 Rib bellies, 16@12 lbs G12 Rat backs, 16@12 lbs G13 Regular plates G13 Butts G11
Cow Loin Ends (hips) @25 Steer Ribs, No. 1 @32	@37	Thuringer Cervelet	Rib bellies, 20@25 lbs
Owr Loin Entits (11ps) (25) Steer Ribs, No. 1. (282) Steer Ribs, No. 2. (231) Cow Ribs, No. 2. (202) Cow Ribs, No. 3. (215) Steer Rounds, No. 1. (222) Steer Rounds, No. 2. (221½) Steer Chucks, No. 1. (221) Steer Chucks, No. 1. (221) Steer Chucks, No. 2. (202)	@33 @18		Rib bellies, 25@30 lbs
Cow Ribs, No. 3	@121/2 @20	Milano Salami, choice, in hog bungs @49	Fat backs, 14@16 lbs
Steer Rounds, No. 2 @21½ Steer Chucks, No. 1 @21	@19 @18	Frisses, choice, in nog middles, was	Butts @11
Steer Chucks, No. 2 @20	@16	Genoa style Salami	WHOLESALE SMOKED MEATS.
Cow Chucks @17	12 @15 12 @12½	Mortadella, new condition @27 Capicolli @57	Fancy reg, hams, 14@16 lbs
Steer Plates	@13½ @10¼	Italian style hams	Standard reg. hams, 14@16 lbs @261/2
Medium Plates @14 Briskets, No. 1 @25 Steer Navel Ends @14	@10½ @20 @12	SAUSAGE IN OIL.	Picnics, 4@8 lbs
Cow Navel Ends @131/2	@111/2	Bologna style sausage in beef rounds-	Standard bacon, 6@8 ibs@271/2
Fore Shanks	@ 9 @ 81/2	Small tins, 2 to crate	Insides, 8@12 lbs
Strip Loins, No. 1, bnls, @65 Strip Loins, No. 2 @60	@60 @55	Large tins, 1 to crate. S.50	No. 1 Beer Haim Sets, smoked— Insides, 8@12 lbs
Strioin Butts, No. 1 @38 Strioin Butts, No. 2 @30	@34	Large tins, 1 to crate	Cooked hams, choice, skin on, fatted @41 Cooked hams, choice, skinned, fatted @42
Beef Tenderloins, No. 1 @70	@70	Small tins, 2 to crate	Cooked hams, choice, skinless, fatted @44 Cooked picnics, skin on, fatted @31
Fore Shanks	@65 @18	Smoked link sausage in pork casings—	Cooked picnics, skinned, fatted @32
Flank Steaks	@20 @15	Small tins, 2 to crate	
Shoulder Clods	@10	SAUSAGE MATERIALS.	ANIMAL OILS.
Beef Products.		Regular pork trimmings	Prime edible lard oil
Brains (per lb.)10 @11 Hearts @16	@10 @11	Extra lean pork trimmings	Headlight burning oil
Tongues, 4@5 @35	@29 @38		Extra lard oil
dy Tail nor lh @15	@11	Pork hearts@12	No. 1 lead oil
Breek Thing whole 7 60 0	@ 0	Native Doneless Dull meat (heavy)1644 (c) 1644	No 0 land all
Fresh Tripe, plain 7 @ 8 Fresh Tripe, H. C 8 2 @ 10	@ 6 @ 7%	Boneless chucks	No. 1 lard oil
Fresh Tripe, plain. 7 @ 8 Fresh Tripe, H. C. 8½@10 Livers 19½@24 Kidneys, per lb. @15	@ 6 @ 71/3 12 @14	Native boneless out meat (neavy) .104 @1649 Boneless chucks	No. 2 lard oil
Nation N	@ 6 @ 7%	Native boneless out meat (neavy) .104 @1649 Boneless chucks	No. 2 lard oil
Veal.	23 @24	Native boneless out meat (neavy) .104 @1649 Boneless chucks	Acidiess tailow oil
Veal. Choice Carcass	12 @ 6 @ 7½ 12 @ 14 @ 10 23 @ 24 16 @ 22	Rative boneiess buil meat (neavy) 16% (n	No. 2 lard oil.
Veal. Choice Carcass .24 @25 Good Carcass .20 @23 Good Sadiles .25 @30 Good Backs .18 @21	23 @24 16 @22 25 @32 15 @18	Rative boneiess buil meat (heavy) 16% (m 10% Roneless chucks (214% Ronals chucks (214% Ronals meat (214 Ronel Rone	LARD.
Veal. Choice Carcass 24 @25 Good Carcass 20 @23 Good Saddles 25 @30 Good Backs 18 @21 Medium Backs 12 @15	23 @24 16 @22 25 @32	Salve boneless bull meat (heavy) 16% (in 10% Section	LARD.
Veal. Choice Carcass .24 @25 Good Carcass .20 @23 Good Saddles .25 @30 Good Backs .18 @21 Medium Backs .12 @15 Veal Products. Brains, each .14 @15	23 @24 16 @22 25 @32 16 @12	Salva Salv	LARD.
Veal. Choice Carcass .24 @25 Good Carcass .20 @23 Good Saddles .25 @30 Good Backs .18 @21 Medium Backs .12 @15 Veal Products. Brains, each .14 @15	23 @24 16 @22 25 @32 16 @12	Boncless chucks (214% Bank meat (neavy) 164 (210% Boncless chucks (214% Shank meat (214 Bank meat (212 Beef cheeks (trimmed)) (212 Beef cheeks (trimmed)) (212 Beef cheeks (trimmed)) (213 Dressed canners, 300 lbs. and up. (211 Dressed canners, 350 lbs. and up. (2114 Dr. bologna bulls, 500@700 lbs. (213% Beef tripe (217 Be	LARD.
Veal. Choice Carcass .24 @25 Good Carcass .20 @23 Good Saddles .25 @30 Good Backs .18 @21 Medium Backs .12 @15 Veal Products. Brains, each .14 @15	23 @24 16 @22 25 @32 16 @12	Boncless chucks (214% 1019 Boncless chucks (214% Shank meat (214 Shank meat (2	No. 1 neatstoot oii
Veal	23 @24 16 @32 25 @32 15 @18 10 @12 @55 @55	Rative boneless buil meat (heavy) 16% (m 10%	No. 1 neatsroot oil @12 LARD. Prime steam, loose. @11.65 Prime steam, cash in tierces @11.70 Kettle rendered, tierces 12.00@12.25 Refined lard, boxes, N. Y. @12.25 Leaf, raw @12.50 Neutral @15.25 Compound 11.75@12.00 OLEO OIL AND STEARINE.
Veal	23 6 7 1/4 014 010 010 010 010 010 010 010 010 01	Rative boneless buil meat (heavy) 16% (m 10%	No. 1 nearstoot oii @12
Veal	@ 6 7½ 12 @14 @10 23 @24 16 @22 25 @32 15 @18 10 @12 @12 @65 @26 @26 @26 @28	Rative boneless buil meat (heavy) 16% (m 10%	No. 1 nearstoot oii @12
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Veal	## 12	Rative boneless buil meat (heavy) 18% (2016)	Prime steam, loose

Retail Section

How Good Bookkeeping Aids the Retailer to Make Money

of the principle reasons, why not a few retail meat dealers fail to make a real financial success of their ventures is unreliable and incomplete methods of keeping their books.

There are few lines of retailing in which it is so important that accurate records be kept, and that leaks be watched, as in the meat store.

There is scarcely anything the retailer carries in stock that does not deteriorate. Profit also depends on skillful cutting and proper pricing, and only the closest watch will prevent some unnecessary leaks.

An accurate record not only informs the butcher whether or not he is making money, but it also gives him information to enable him to determine how he is making money and how he is losing No healthy growth can be possible unless this information is at hand.

The Meat Dealer's Books By J. E. Bullard.

Keeping a record merely of what the dealer owes and what he is owed is not enough. If this is the only record he keeps the time may come when he will be owing far more than he can pay.

Once a month he needs to take an inventory and draw up a profit and loss statement to learn whether or not he has made or lost money. It is really amazing how many there are who have never adopted this practice and who think they are making money but are in reality doing business at a loss.

There are many businesses, today that are showing a loss every month for no other reason than that the owner is not aware of the fact. Just as soon as he knows he is losing money he changes methods or policies and is soon making

Another rather peculiar feature is that, very often, these men who have been doing a small business, and doing it at a loss, just as soon as they know what they are making or losing begin to increase their volume of sales to a marked degree. This would indicate

A very important, if not one that one reason why so many meat dealers are doing such a small volume of business is simply because they are not sufficiently well acquainted with their business.

> Just as soon as they install a system of bookkeeping that keeps them thoroughly informed in regard to what they are accomplishing, they begin to accomplish more because they know more about what they are doing.

A Good System Not Expensive.

There are two ways of installing a set of books. One is to engage a public accountant to plan and install a system. This may be expensive and not always satisfactory. The results secured will depend, in some measure, upon the intelligence displayed in selecting a public accountant. If one is called in whose experience has been the auditing of books of large concerns, the chances are the system installed will be so complicated the butcher will experience some difficulty in operating it. If an accountant is called in who has had a wide experience in installing systems for retail businesses of about the size the butcher is doing, the system is likely to prove satisfactory, but the fee may seem rather large. It is large because the accountant must design the system.

The second way is to purchase a system that has already been designed. Though a great deal of thought and expense has gone into working out the system, the fact that it is being sold to a large number of concerns makes the price the meat retailer pays for it very reasonable indeed. He gets a complete set of books and forms for a price not so much higher, perhaps in fact not so high, as he would have to pay for the books and forms designed by a local accountant.

If special forms have to be made up to put the accountant's system in operation, it is quite likely that the price paid for the system already designed and for sale will represent a very material saving even though the accountant's fee is not included with the cost of the books and forms.

Start the Books Off Right.

When the system is purchased, however, it is not a bad plan to hire a local accountant to install it and get it operating. This should be done not so much

because the butcher may not be able to do the work himself as because it is likely to take so much time he will neglect getting the system into full operation. Besides, the accountant will probably be able to point out where mistakes have been made in the past

Once the system is installed it is not likely to take much more time to keep it up to date than is required for the books now being kept. The butcher. or someone else in his employ, can attend to the system. At first, however, it is often a very excellent idea to have some good bookkeeper come every month and draw off a profit and loss sheet. It will not cost very much to have this done and an experienced man can do it quicker and with greater accuracy than a person who has never attempted such a task. The monthly profit and loss sheet is worth too much to try to save too much money on it.

Some very successful concerns make it a practice to give their banks their profit and loss sheets each month. This serves several purposes. It keeps the bank informed in regard to the financial condition of the business. It shows the banker that the butcher is watching his business and knows exactly what condition it is in. If the monthly sheets uniformly show a profit and the time comes when, for any reason, a loan from the bank seems desirable these profit and loss sheets make it very much easier to get that loan.

Books Guide the Business.

If profit and loss sheets are shown to the wholesaler he is in a position to extend credit more intelligently. Some times when a business is growing rapidly and no additional capital is being invested in it, meeting bills on time is not especially easy. Profit and loss sheets make it possible to secure the money or the credit required to keep the business going. That is they do it they show a profit, and especially if they are drawn off by an accountant with an established reputation.

For reasons such as these it may pay to have each profit and loss sheet drawn off by a certified public accountant in order that the sheet may carry greater weight. In any case, it is apparent that in addition to showing the butcher just where he stands these sheets are of very material value to the business

A reason for keeping an adequate set of books and for drawing of monthly profit and loss sheets not already mentioned is the taxes that have to be paid. Any butcher who does not

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t have oes not keep an adequate set of books is almost certain to pay more taxes than he actually owes. The difference between what he actually pays and what he actually owes may be enough to go a long way towards paying the cost of keeping the books.

A properly kept set of books is really a guide book for the business. From these books it is possible to ascertain just how much profit is being made. It is possible to detect leaks hefore they become serious. Working from the books it is possible to find out where the profits really come from and what causes the losses.

Losses Are Shown Up.

The man who is doing a small business and who employs no labor outside of the members of his immediate family may think he is able to get along without a set of books. He is quite certain that everyone working in the store is honest. He is equally certain that they know how to do the work. Yet he is probably making far less money than he thinks he is making. It is quite possible he is doing business at a loss. The reason is that without books, mistakes are not detected. Then mistakes that are not detected are very likely to be repeated. In fact they may be repeated so often that they virtually become a habit.

That business will not only remain small but it will continue to be a losing venture unless a set of books is installed that shows exactly how the business stands. Just the moment that the books reveal the facts, just as soon as they show that losses are being piled up rather than profits are being made, the butcher will find out what causes the losses. He will make what changes are needed to turn those losses into

He may find the losses result from carelessness in cutting. Not enough care is being exercised to get the great-est possible amount out of each carcass bought. Mistakes may be made in charging goods. As a matter of fact, charges may be forgotten altogether and the customer made a present of the meat. Mistakes may be made in making change. Where the books are not kept in such a manner as to show just where the business stands there is always danger that carelessness and mistakes not only will eat all the profits but create a loss as well. This is true even in the case of a one man business where the butcher does everything him-

Again, no live business man wants to stand still. He wants his business to grow. If it does not grow at least at the same rate as the population in the community grows, it is virtually going backward. The only thing that insures the prosperity of a business is a healthy, profitable growth. No such growth, is possible, however, unless an accurate set of books is kept.

NEWS OF THE RETAILERS.

The meat market of Bert Kingsley, Edison, Neb., was destroyed by fire re-

H. M. Bader has sold the Potlatch Market, 818 Fifth Ave., North, Seattle, Wash., to V. Sontag.

E. L. Benedict has engaged in business at 1429 Union Ave. North, Portland, Ore., as the Walnut Grocery and Market.

C. J. Collins, of the Union Meat Mar-ket, 2125 Main St., Crockett, Calif., has added a grocery department.

Mrs. T. J. Field has sold the Otto Meat Market, Edmonds, Wash., to S. A. Wieder.

The Nebergall Packing Co., is planning to open a retail meat market in Albany, Ore.

R. N. Schumacker has engaged in the retail meat business in Tacoma, Wash., under the name of the American Mar-

J. Schneider has sold his meat mar-ket at 220 East Madison St., Seattle, Wash., to J. L. Patenaude.

J. Deistler has purchased the interest of A. Deistler in the Riverside Market, Kelso, Wash.

George W. Fritsch has purchased the meat market of E. W. Bigelow, Sedro Woolley, Wash.

The Godfrey Co. has opened an up-to-date meat market on Main St., New Canton, Ill.

Roy Brown has sold out his retail meat business, Floyd, Ia.

Ernest L. Heureux has disposed of his retail meat business in Bladen, Neb., to his brother, Emory L. Heureux.

S. C. Lukasewitz has been succeeded in the retail meat and grocery business in Green Bay, Wis., by the Cash Way Grocery Co.

Vaelz Bros. are opening a grocery and meat market in Lake Geneva, Wis.

Harrington and Sacry have opened a retail meat market in the Greig Grocery, Butte, Mont.

Hayward Bros., Pocatello, Ida., have filed incorporation papers for the pur-pose of carrying on a general grocery and meat business.

The City Meat Market, Paris, Ida., owned by Ernest Guebler, has been sold to R. E. Crawford.

Alfred Pagel, Berlin, Wis., has engaged in the retail meat business.

A. M. Brinks has opened a retail meat market at 838 Granville St., Vancouver, British Columbia, Canada.

Mitton & Co., have purchased the Star Market, Poplar, Mont.

O. C. Paisley and L. L. Thompson have engaged in the retail meat and grocery business in Hamilton, Mont.

Voss Bros. have purchased the meat market of George Goering, Polson, Mont.

W. T. Broderick has engaged in the retail meat business in Lovell, Wyo.

The Alexander Meat Co., 5058 S. State St., Chicago, Ill., has been incorporated with a capital stock of \$50,000 to engage in the wholesale and retail meat business.

The Hub Meat Market has been opened for business at 6136 Twenty-second Ave., Kenosha, Wis.

Retail Shop Talk

STORE ATTRACTIVENESS. By Frank Farrington.

When is a retail meat store attractive? When it interests and pleases those people to whom the dealer wants to sell meats, particularly when this attractiveness bears special relation to the kind of goods handled.

Obviously enough a glass and china store, or an automobile accessories store would be made attractive in a different way from a millinery shop, and attractive to a class of customers of different mental attitude. The attractiveness needs to be related to the type of merchandise and customers.

Also the class of people who comprise the trading area adjacent to the store will have a bearing on how it is made attractive.

The butcher not located in a farming community might go so far in the use of flossy fixtures and elaborate equip-ment as to awe some of its farmer patrons and cause them to feel like the proverbial "cat in a strange garret," making them less easy buyers. Fine fixtures and equipment can be used to advantage in any shop if used with discretion, to interest and attract such people without gaing so for set keep. people without going so far as to keep them from feeling at home.

The shop in a factory community, The shop in a factory community, comprising a large proportion of inhabitants foreign born or of foreign parentage, might find it desirable to use colors in a more garish way than a store appealing to a more cultured group, such as a college community.

There are plenty of ways to make a store attractive in fitting manner and there ought to be a careful study of

there ought to be a careful study of them before their adoption.





Patent Parchment Lined

> SAUSAGE BAGS

SAUSAGE SEASONINGS

Write for Samples and Prices

The Wm. G. Bell Co.

189 State St. Boston, Mass.

New York Section

Owing to the next regular meeting of Ye Olde New York Branch falling on election day, it has been postponed to the Tuesday following, November 13.

Routine matters took up most of the evening at the meeting of the Eastern District Branch on Tuesday evening of this week. This included reports of various committees, one of which was on the forthcoming ball, which showed progress being made.

Another interesting meeting was held by the Bronx Branch on Wednesday evening of last week when President Summerville and a delegation from the Westchester Branch, as well as John Harrison, business manager of the State Association, were visitors. The door prize, which had been donated by the branch, was won by Frank Fiederlein. There were various committee reports. A sign printed in two colors with the inscription "Eat More Meat" was presented to each member. Refreshments were served.

On October 1 the Bronx Butchers Bowlers opened the season with four alleys at Ebling Casino. This club bowls every Monday evening and will be glad to welcome visitors on any of these evenings. Charles Hembdt, president of the Washington Heights Branch, has become a member. The highest score so far this season is held by Rudolf Schumacher.

Michael Meier, 67 years old, a retired retail meat dealer of this city and a brother-in-law of the famous retired retailer, Louis Frank, died during the middle of October, being buried on October 22. Since retiring from the meat business Mr. Meier had been very successful as a real estate operator.

NEW YORK NEWS NOTES.

E. N. Sturman, sales manager, and H. H. Corey, superintendent, George A. Hormel & Co., Austin, Minn., were visitors to the city this week.

Sidney Kohn of Emil Kohn, Inc., left New York on Wednesday of this week to attend the Tanners' Council Convention being held in Chicago.

J. C. Hormel, vice-president and general manager, and Ben F. Hormel, vice-president, George A. Hormel & Co., Austin, Minn., were in New York during the week.

Among the visitors to New York the past week were the following: Joseph Baum of the Joseph Baum Packing Co., Kansas City, Mo.; G. D. Strauss, Mem-phis Packing Co., Memphis, Tenn., and Fred and Edward Schenk of the Columbus Packing Co., Columbus, O.

The S. S. Gallic arriving in New York on October 27 will have on board the last shipment of New Zealand beef for this year, the next boat leaving in February of 1929. The shipments of New Zealand beef have been rather

AMONG RETAIL MEAT DEALERS. large this year but the one coming on Owing to the next regular meeting the Gallic is comparably small.

Among the visitors to Armour and Company this week were M. D. Harding, general superintendent; Charles Eikel and H. E. Koenig, general super-intendent's department; J. M. Andrews, engineering department; G. M. Holbrook, in charge of lard refineries, and J. von Behren, insurance department, Chicago.

Among the visitors to the Cudahy Packing Company this week were: E. A. Cudahy, Jr., president; R. E. Yocum, branch house department; R. W. Moody, general branch house manager; A. W. Ruff, head of purchasing department; R. C. Johnson, smoked meat department, Chicago; R. G. Clark, head of smoked meat department, Omaha; J. J. Kelly, district manager, Boston; J. K. Rickey, district manager, Hartford; N. G. Bowlby, district man-ager, Philadelphia, and P. L. Robertson, Omaha.

Sydney Korn, one of Wilson & Co.'s employees at the Westchester Branch, on his way to the bank on Monday, was held up by three bandits who drove up in an automobile beside him, pulling out a gun, demanding what he had in the package. Mr. Korn could not see it and jumped for a doorway. He was shot through the body, the bullet entering the right and coming out on the opposite side. He is in the Lincoln hospital in a serious condition, although the hope is he will eventually recover. He had \$5,400 in cash and checks which, however, the bandits did not get.

NEW YORK MEAT SUPPLIES.

Receipts of western dressed meats and local slaughters under federal in-spection at New York City, N. Y., are officially reported for the week ended Oct. 20, 1928, with comparisons, as fol-

West, drsd. meats:	Week ended Oct. 20.	Prev. week.	week 1927
Steers, carcasses	6,878	7,162	9.0991
Cows, carcasses	992	995	794
Bulls, carcasses	115	164	931
Veals, carcasses	8.410	8,387	10.265
Lambs, carcasses	28,200	27,007	28.316
Mutton, carcasses	4.698	3,665	5.354
Beef cuts. lbs	438,57314	538,174	402,057
Pork cuts, lbs1	.442.933	1,127,287	1,135,030
Local slaughters:			
Cattle	8,246	9,576	8,521
Calves	10,903	14.546	9.872
Hogs	54,647	48.723	54.879
Sheep	60,801	58,910	57,787

BOSTON MEAT SUPPLIES.

Receipts of Western dressed meats and local slaughters under federal and city inspection for the week ended Oct. 1928, with comparisons, are officially reported as follows:

Western dressed meats:	Week ended Oct. 20.	Prev. week.	Cor. week. 1927.
Steers, carcasses	2.050	1.832	1,763
Cows, carcasses		2,333	2.486
Bulls, carcasses		33	32
Veals, carcasses	1.113	985	1.256
Lambs, carcasses	15,639	17,129	15,606
Mutton, carcasses	1,739	1.556	425
Pork, 1bs	309,469	296,864	380,084
Local slaughters:			
Cattle	1,887	1,590	1,630
Calves		1,598	1,590
Hogs	13,772	12,128	9,154
Sheep		4,874	5,327

CHEMICAL SECTION MEETING.

(Continued from page 219.)

Experimental work has been done on normal variations that might occur in a single cellar. They may be 3 to 4 degrees. Curing tests were therefore carried on at 32, 38 and 42 degs. to see what difference in speed there would be in the development of the color fixation in the product. It is well known that temperature naturally affects the rate of curing but its effect on color fixation is not always realized.

Effect of Temperature on Color.

Butts were used in the experiment because of their small size. At 32 degs. they were held 21 days before fixation was complete throughout. The same butts at 38 degs. were completely colored at 15 days. At 42 degs. color fixation was complete in 9 days. It is anticipated that 35 degs. will be the intermediate figure, curing in about 16

One unfortunate feature of this is that there is no difference in the salt absorption at the different tempera-tures. If both the salt absorption and the color fixation could be increased or retarded at the different temperatures the possibilities would be interesting.

It was found that nitrate introduced in the pumping pickle is converted inside the meat into nitrite and has a distinct coloring value. The concentration of the salt in the pumping pickle also has a very marked effect on the speed of this conversion of the nitrate into nitrite.

A pumping pickle of about 75 to 80 degs. salometer does not seem to interfere with the conversion of nitrate into nitrite, but a 100 deg. brine has an adverse influence.

Nitrites and Nitrates.

Dr. Tolman pointed to the fact that nitrites are about 10 times as effective in preventing the growth of ham souring organisms as is nitrate, and nitrate is much more valuable for this purpose than salt.

There is a difference of opinion whether nitrates alone are most effective in the curing of meats, or whether it is desirable to have both the nitrate and nitrite in the curing mixture. There appears to be a considerable tendency toward the mixed cure, he said. The idea ought not to become prev-

alent, Dr. Tolman said, that the use of nitrates and nitrites is only one of color

Reports on Uses of Nitrite.

Letters were read from Dr. Robert Kerr, chief of the meat inspection lab-oratory of the U. S. Bureau of Animal Industry, indicating that more than 200 establishments under federal inspection have made some use of nitrite. Nine-teen discontinued its use after giving it a rather extensive trial; 69 have es tablished its use as a regular thing, and some used nitrate with the nitrite. Thirty-seven more establishments are regularly using proprietary curing mir-tures. Nitrite is the principal color fixing material in 106 establishments. As a result of the information available, Dr. Kerr was of the opinion that failures were due to improper rather than to inherent fault in the nitrite itself.

The maximum of nitrite permissible to 100 gals. of pumping pickle is 1%

to 2 1 same. lbs. ar to 100 ½ oz. and 1/4 nitrite other :

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Many of the leading packers and wholesalers of the middle west, east, and south are selling Mistletoe. Let us refer you to some of them.

Mammond's tletoe

G. H. Hammond Company

to 2 lbs. Cover pickle limits are the same. In each case the maximum is 2 lbs. and the minimum is ½ lb. In the case of box cured bacon 1 oz. of nitrite to 100 lbs. of meat is the maximum and ½ oz. is the minimum. In sausage meats the limits are ½ oz. maximum and ¼ oz. minimum to 100 lbs. of meat. In all cases it is necessary that the nitrite be thoroughly mixed with the other ingredients in the cure.

Factors Affecting Color Fixation.

Dr. Perkins briefly discussed the "Factors Affecting Color Fixation." Some of these are inherent in the animal itself, some are due to the handling of the meat before curing and some to the curing and to the handling after cure. Of these, curing is perhaps the meat important of all most important of all.

The use of nitrate and nitrite in both the cover and pump pickle was dis-cussed. It was the opinion of the chemists that pumping with a nitrite rather than a nitrate solution had its advantages, not only in color fixation but in controlling bacteria and in protecting the product. Perhaps a very desirable method would be to pump with nitrite and put down in dry salt.

Ham Souring Facts.

Dr. C. Robert Moulton, director of the department of nutrition of the In-

stitute reported on "The Present Status of Our Knowledge Regarding Ham Souring."

Various curing agents were found to have a strong influence in preventing the growth of ham souring bacteria. Some concentrations of salt will do this and a very small sodium nitrite content was found to have a strong effect in preventing growth. Nitrite was found to be particularly valuable in inhibiting the growth of ham souring organisms.

Another way to prevent the growth of these bacteria is getting the temperature of the hams down to 38 degs. quickly and holding it there. Salt, ni-

quickly and nothing it there. Sait, intrate and nitrite are all very specific.
Dr. Moulton also reported on "Meat Canning and Other Studies in the Department of Nutrition."

Meat Canning Studies.

As the canning of meat offers a new outlet for many meat products it was believed that everything should be done to assure the acceptability of the canned products. With this in mind meat canners were interested to join the canning section of the National Canners Association.

Through this organization studies will be made of the heat penetration into different classes of canned goods

and different sizes of cans and of the and different sizes of cans and of the thermal death point of organisms that might be in canned meats; and from these data calculate ideally efficient processes. It is entirely possible that there may be kinds of canned meat, such as canned ham, where it will not be practicable to render cans sterile. In such meats nitrite and nitrate may be highly efficient in retarding the be highly efficient in retarding the growth of organisms.

Dr. Moulton also mentioned briefly the status of soft pork investigations, particularly with reference to the feeding of soy beans, and the progress in the study of quality and palatability of meat in both of which projects the Institute is cooperating.

Salt in Curing.

Dr. Lewis reported on investigations made by his department on "The Bearing of Mineral Matter in Salt and in Water on Curing." finding that commercial impurities up to one per cent make no difference in the cure.

Dr. J. J. Vollertsen of Armour and Company reported in some detail on the experiments carried on in cooperation with the Massachusetts Institute of Technology on corrosion. He said that no fool-proof cure-all for corrosion has been developed.

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LIVE CATTLE.	
Steers, good \$12.5 Cows, medium 6.5 Bulls, light to medium 6.5	0@13.50 0@ 8.00 0@ 8.50
LIVE CALVES.	
Venls, prime\$18.0 Calves, com. to med 12.0	0@18.50 0@15.75
LIVE SHEEP AND LAMBS	
Lambs, Spring \$12.0 Lambs, culls 9.0 Sheep 2.0	0@14.25 0@11.50 0@ 7.00
LIVE HOGS.	
Hogs, 160-210 lbs	@ 9.75 @ 9.50 @ 9.25 @ 8.50 @ 8.00
DRESSED HOGS.	
Hogs, heavy Hogs, 180 lbs. Pigs, 80 lbs. Pigs, 80-140 lbs.	@16% @17 @17% @17%
DRESSED BEEF.	
CITY DRESSED. Choice, native heavy	@29 @29 @27
	@28
Native steers, 600@800 lbs	@19 @17 4@15
BEEF CUTS.	
Western.	Oity. @35
Rolls, reg., 6@8 lbs. avg. 22 Rolls, reg., 4@6 lbs. avg. 117 Tenderions, 4@6 lbs. avg. 60 Tenderions, 5@6 lbs. avg. 80 Shoulder clods 10	027 644 638 638 635 627 623 622 622 622 623 623 621 623 621 623 621 623 621 623 621 623 621 623 621 623 621 623 624 625 626 627 627 628 629 629 629 629 629 629 629 629 629 629
Prime val 28 Good to choice val. 28 Med. to common val. 23 Good to choice calves. 21 Med. to common calves. 17	@31 @30 @26 @25 @21
DRESSED SHEEP AND LAM	BS.
Lambs, prime 25 Lambs, good 23 Sheep, good 12 Sheep, medium 10	@27 @24 @14 @11
FRESH PORK CUTS.	
Pork loins, fresh, Western, 10@12 lbs. average 24 Pork tenderloins, fresh 00 Pork tenderloins, frozen 55 Shoulders, city, 10@12 lbs. avg. 22 Shoulders, Western, 10@12 lbs. avg. 20 Butts, boneless, Western 22 Butts, regular, Western 23 Hams, Western, fresh, 10@12 lbs. avg. 24 Hams, city, fresh, 6@10 lbs. avg. 22 Picnic hams, Western, fresh, 6@8 lbs. average 18	@25 @65 @60 @23 @21 @29 @24 @23
average	@19 @24 @17 @18
SMOKED MEATS.	
Hams, 8@10 lbs. avg	@26 @26 @26 @21 1/2 @21 @20 @40 @44 @26 @22

	FANCY MEATS.
	Fresh steer tongues, untrimmed. 32c a pound Fresh steer tongues, l. c. trn'd. 44c a pound Sweetbreads, beef 70c 3pound Sweetbreads, veal 51.06 a pair Beef kidneys 20c a pound Mutton kidneys 11c each Livers, beef 40c a pound Oxtalis 16c a pound Beef hanging tenders 28c a pound Lamb fries 10c a pair
	BUTCHERS' FAT.
1	Shop fat @ 2% Breast fat @ 4% Edible suet @ 6 Cond. suet @ 5½
	GREEN CALFSKINS.
	5-9 91/4-121/4 121/4-14 14-18 18 up
1	Prime No. 1 Veals25 2.80 3.15 3.35 4.40 Prime No. 2 Veals23 2.60 2.90 3.10 4.10 Buttermilk No. 122 2.45 2.80 3.00 Buttermilk No. 220 2.25 2.55 2.75 Branded Gruby 11 3.30 1.55 1.75 2.40 Number 3 4t Value
	LIVE POULTRY.
- 1	Fowls, colored, per lb., via express26 @31 Ducks, Long Island
	BUTTER.
-	Creamery, extras (82 score)
	EGGS.

Extras 40 @44 Extra firsts 33 @39 Firsts 29½@25 Checks 25 @27 DRESSED POULTRY. FRESH KILLED.

(Mixed colors.)

Extras Extra firsts

Fowls-fresh-dry picked-12 to box-fair t	o good:
Western, 60 to 65 lbs., to dozen, lb29	@31
Western, 48 to 54 lbs. to dozen, lb27	@29
Western, 43 to 47 lbs. to dozen, lb26	@28
Western, 36 to 42 lbs, to dozen, lb25	@27
Western, 30 to 35 lbs. to dozen, 1024	@26
western, so to so los. to dozen, ib24	@20
Fowls-fresh-dry pkdprime to fcy12	to box:
Western, 60 to 65 lbs. to dozen, lb32	@33
Western, 48 to 54 lbs, to dozen, lb30	@31
Western, 43 to 47 lbs. to dozen, lb 29	@30
Western, 36 to 42 lbs. to dozen, lb28	@29
Western, 30 to 35 lbs. to dozen, lb27	@28
Western, do to do ros. to dozen, ro	45 20
Fowls-frozen-dry pkdfair to good-12	to box.
Western, 60 to 65 lbs., lb29	@31
Western, 55 to 59 lbs., lb28	@30
Western, 43 to 47 lbs., lb26	@27
Western, 30 to 35 lbs., lb23	@25
Ducks-	600
Long Island, spring	@26
Turkeys—Western—spring55	@60
Turkeys western spring	68.00
Squabs-	
White, 11 lbs, to dozen, lb60	@65
Squabs, 9 lbs. to doz., lb50	@55
-	

BUTTER AT FOUR MARKETS.

Wholesale prices of New York, Boston Oct. 18, 1928:					
Oct. 12	13	15	16	17	.18
Chicago Holiday		451/2	45%	451/2	
New York Holiday Boston Holiday	4734	47%	4734	4736	4736
Phila Holiday		48%	4814	48	48
Wholesale prices	of c	arlots-	-fresh	centr	ralized

butter-90 score at Chicago. Holiday 44% 45% 45% 45 45%

receipts	or pa	tter of	Cities	tuos).	
	This week.	Last week.	Last year.		Jan. 1— 1927.
Chicago .				2,607,671	
Boston	4,026	Holiday	9,578	1,086,321	1,068,010
Phila!	11,158	Holiday	12,391	943,619	917,270

96,692 Holiday 98,948 7,529,782 7,771,234

Cold storage movement (lbs.):

	In	Out	On hand	week-day
***	Oct. 18.	Oct. 18		last year.
	20,480	229,570	19,294,101	23,786,111
New York	52.630	125,436	15,658,007	20,364,479
Boston	26,164	100,671	9,670,671	11,097,066
Phila	71,440	192,431	5,695,334	4,464,321
	170,714	648,108	50,318,113	59,711,977

FERTILIZER MATERIALS. BASIS NEW YORK DELIVERY.

BABIS NEW TORK DELIVED	· L.
Ammoniates.	
Ammonium sulphate, bulk, delivered per 100 lbs	@ 2.4
Ammonium sulphate, double bags, per 100 lbs. f.a.s. New York	@ non
Blood, dried, 15-16% per unit	@ 4.75
Fish scrap, dried, 11% ammonia 10% B. P. L., f.o.b. fish factory5.	
Fish guano, foreign, 13@14% ammo- nia, 10% B. P. L	
Fish scrap, aciduated, 6% ammonia, 3% A. P. A., f.o.b. fish factory4.	00 & 50e
Soda Nitrate, in bags, 100 lbs. spot	@ 2.15
Tankage, ground, 10% ammonia, 15% B. P. L., bulk4.	65 & 10e
Tankage, unground, 9@10% ammonia.4.	
Phosphates.	
Bone meal, steamed, 3 and 50 bags, per ton	@32.00
Bone meal, raw, 4½ and 50 bags, per ton	@37.00
Acid phosphate, bulk, f.o.b. Baiti-	
more, per ton, 16% flat	@10.50
Manure salt, 20% bulk, per ton	@10 m
Kalnit, 12.4% bulk, per ton	@ 12.46
Muriate in bags, basis 80%, per ton.	@36.40
Sulphate in bags, basis 90%, per ton.	@45.70
Beef.	-
Cracklings, 50% unground	@ 1.15
Cracklings, 60% unground	@ 1.20
Meat Scraps, Ground.	G 1.20
50%	@65.00
55%	@70.00
0070	W 10.00

RUSSIAN BACON EXPORTS.

Exports of bacon from Russia, almost exclusively to the British market, reached 16,634,000 lbs. in 1926-27, or 99 per cent of the average for 1909-13, according to information received by the cording to information received by the U. S. Bureau of Agricultural Economics. Bacon and pork exports together reached 17,322,000 lbs. in 1926-27, or 71 per cent of the pre-war average. In the two preceding seasons, bacon exports were as follows: 3,849,000 lbs. in 1925-26. Russian bacon exports to the United Kingdom, while increasing, are still far below the imports into that market from the principal sources of supply the principal sources of supply.

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50e 2.15

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4 N. J. COMPETITION is keen, good customers are hard to get and still harder to keep—be careful of your products and don't take any chances.

Use only the best SPICES—they are the cheapest in the end because the TASTE TELLS—and SELLS your meat products.

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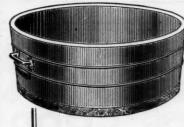
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Corned Beef, Boiled Ham Head Cheese, Meat Loaf Tongue, Bacon, Bolognas

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JACOB DOLD PACKING CO. BUFFALO-OMAHA-WICHITA-LIVERPOOL

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Light Weight, Medium Butcher Cows, Canners, Cutters

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Hide on Calves and Vealers, Bulls, Dressed Hogs and Pigs

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Equipment for Sale

Rendering Equipment

For sale:

One 39x26 steam jacketed lard kettle. One 36x36 lard cooler with agitator. One 16x18 lard press with hand pump. Write J. A. Peters, 5454 West Vernor Hy., Detroit. Mich.

Ice Machine and Condensers

For sale, one 4-ton ice machine and condensers. Price \$115 f. o. b. Wilmington, Del. This is a Remington Machine Co. make. Their machines have a good reputation. Terms, 90 days. Write: Wilmington Provision Co., Wilmington, Del.

Air Compressor

For sale, one air compressor, suitable for one or two stuffers. Price \$30.00 f.o.b. Wilmington, Del. Terms, thirty days. Shipped on approval. Wilmington Provision Co., Wilmington, Delaware,

Business Opportunities

Store for Rent

in heart of Fulton wholesale market district, Chicago, 50x125, fully equipped; 21 rail ice box, 4 rail scales and proper refrigeration. New building and equipment, front and rear loading facilities. Inquire at Vette & Zuncker Co., 220 N. Green St., Chicago.

Building for Sausage Factory

For rent or lease, building for sausage factory, equipped with ice machine ready for use; large room for sausage factory; office; chill room; and storage room. Located in good territory. Only one other plant within radius of 80 miles. FS-433. The National Provisioner, Old Colony Bldg., Chicago, Ill.

Wholesale Sausage Business

Real opportunity to get large wholesale sausage business. located in city of over million population. All merchandise sold direct from our own trucks. Getting good prices, making good money; backed by good reputation of over seven years. Investigate now: the price is right. FS-489, The National Provisioner, Old Colony Bidg., Chi-

Equipment Wanted

Rendering Equipment

Wanted, 1 complete small rendering ontic consisting of rendering tank to take care of 2 cattle daily; 1 small press; 1 small horizand dryer. All must be in A-1 condition. State 2 and price on what you have to offer. W-446, Pk National Provisioner, 55 West 42nd St., 8 York City.

Miscellaneous for Sale

Don't "Go It Blind!"

The Gazette's Newly Revised Meat Price Out-eliminates guessing at retail selling prices. Esse accurately wholesale cost of each cut and wis-it should be sold for to make desired profit. Orna all cuts of beef, veal, lamb, mutton, pork. Sest time and insures profit on every cut. Seat & \$1.00. Butchers & Packers Gazette, 9 S. China St., Chicago, Ill.

These Little Ads Bring Results Far Greater Than Their Size.

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CLASSIFIED ADVERTISEMENTS

Advertisements under this head \$2.00 per inch per insertion. Remittance must accompany order.

Business Opportunities

Packing Plant

For sale, M. & J. packing plant built by Morris & Oc. Two story brick building with basement, celd storage facilities and trackage, 2 large coders, 1 freezing room. Located on Northern Pacific Railroad track. Price \$20,000 complete, Going business; good reason for selling. M. & J. Packing Co., 124 So. Jefferson, Spokane, Wash.

Wholesale Meat Business

For sale, wholesale ment and provision manufacturing business established 50 years. Annual sales over \$1.000,000. Excellent reputation in trade. Settlement of estate, Gives unusual operantly for experienced man New England state. Around \$50,000 to \$100.000 needed. Act grouptly. FS-444 The National Provisioner, 55 W, 42nd St., New York City.

Meat Market

For sale at low price, most up-to-date meat market in city. Highest class credit and delivery trade, also good transient trade, Good reason for wanting to dispose of this market. Box 1276, Lincoln, Nebraska.

Packing Plant

For sale, a small modern packinghouse located in central Indians. Doing good business. Reason for selling, health not good, FS-449, The National Provisioner, old Colony Bldg., Chicago, III.

Packing Plant for Sale

Situated in one of the best industrial cities of middle west, surrounded by very densely populated district. No other packing plant within 60 miles. Capacity 1,000 hogs, 250 cattle. Plant has operated successfully for years, and is in splendid condition. A high rate of profit on investment can be shown, covering a period of years. An excellent opportunity to engage in the packing business. FS-347, The Na-monal Provisioner, Old Colony Bldg., Chicago, Ill.

Receiver's Sale

Bids are being solicited by Harry Bobsin, 1029 W. 47th St., Chicago, Ill., Receiver for Standard Provision Co., 1351 W. 103rd St., Chicago, for the sale of all machinery and equipment, office fixtures, trucks, etc., contained in a fully equipped modern sausage factory, inventory of which has been filed in Superior Court, Case No. 486503. All bids will be reported to the court at 10:00 A.M., Thursday, November 1, 1928, Room 811 County Building, Chicago. Bidders must deposit 25 per cent of the amount of their bidd.

Position Wanted

Sausagemaker

Sausagemaker wants position. Can handle men, various departments; 20 years' experience. Maried, have family. At present employed; salary \$85 a week. Prefer independent plant. Excellent references. Correspondence must be kept confidential. Apply W-442, The National Provisioner, Old Colony Bldg., Chicago.

Chemist and Bacteriologist

Chemist and bacteriologist with ten years' practical packinghouse experience as chief chemist and bacteriologist, director of research and supervision of plant operations, desires position in an establishment which will give opportunities for advancement. W-443, The National Provisioner, Old Colony Bldg., Chicago.

Superintendent or General Man

Wanted position as superintendent, or other responsible position. Experienced in both accounting and operating. Have run principal plant departments successfully. Good references. Age 38. Will go any place. Now employed but making change for personal and justified reasons. W-441. The National Provisioner, Old Colony Bidg., Chicago.

Packing Plant Engineer

Wanted, position as engineer in packinghouse; 20 years' experience as chief engineer in packing plant. Best references. Willing to go any place. W-448, The National Provisioner, Old Colony Bldg., Chicago.

Hog Killing and Cutting Man

Position wanted as hog killing and cutting man by first-class, practical packing-house man. Have had practical experience in smoking and curing meats also and know how to handle men. keeping down production costs. Best references W-436, The National Provisioner, Old Colony Bldg., Chicago, Ill.

First-Class Casings Man

Permanent position wanted by firstclass casings man with 20 years' experience on beef, hog, and sheep casings. Sober and steady. Willing to go anywhere. W-430, The National Provisioner, Old Colony Bldg., Chicago, Ill.

Men Wanted

Beef Department Manager

We want thoroughly experienced beef department manager. One who has some experience buying live stock and ability to manage beef cooler. Furnish reference with application. W-445, The National Provisioner, Old Colony Bldg., Chicago. III.

Beef Salesman

Wanted, beef salesman. Must be able to grade beef and look after loading. United Packing Co., South St. Paul, Minn.

Cotton Oil Refiner

Wanted, cotton oil refiner, bleacher, deodorizer and vegetable shortening manufacturer with considerable experience. W-447, The National Provisioner, Old Colony Bldg., Chicago, Ill.

Casing Sales Manager

One of the oldest established casing firms wants a SAUSAGE CASING SALES MANAGER who knows the business from A to Z and is experienced in selling casings to dealers and jobbers in Europe.

Must speak the German language fluently and be familiar with European business methods, and assume full charge of selling end. A splendid opportunity for the right man.

Full details required, stating age, last employment and experience for the last five years. Correspondence held strictly confidential. W-426, The National Provisioner, Old Colony Bldg., Chicago.

For Additional Business Opportunities, Equipment for Sale and Wanted, and Miscellaneous for Sale, see Page 258

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Operating 210 Meat Markets in Brooklyn and throughout Long Island, offers wonderful opportunities to livewire men. Must understand meat merchandising.

Main Office: Metropolitan and Flushing Aves., BROOKLYN, N. Y.

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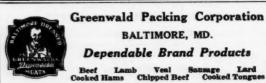
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Marvel Brand Hams and Bacon are pop-ular because their flavor is unsurpassed —and their price is reasonable

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"Corkhill" Brand Hams and Bacon

Dressed Beef, Butter, Cheese, Eggs



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None COOKED HAMS Better

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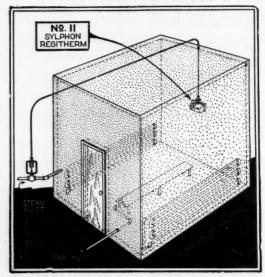
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Higher Quality of Product Lower Shrinkage Losses



Above is shown a No. 11 Sylphon Regitherm installed to control temperature of smokehouse. In direct response to changing temperatures it automatically maintains the desired steam flow to the heating coils.



Eliminates Uncertainty of Hand Control

It will steadily maintain 120 to 125 deg. F. for the first five hours and can then be easily adjusted to hold the temperature at 110 deg. F. for the remainder of the smoking period.

The Sylphon Regitherm is a self contained instrument easily installed and requires no attention. Like all Sylphon Specialties it has for its ex-pansion element the original and only genuine Sylphon Bel-lows, the most accurate and durable control unit

known to science.

Our engineers will be glad to advise relative to the application of Sylphon Temperature Control to any of your plant operations where accurate processing temperatures of air or liquids are required.

Write today to Dept. N.P. for detailed information. Your correspondence will be welcomed.



Low Tension Electric **Meat Branders**

for any size Brand any Current or Voltage



RED HOT in one Minute

Dependable Practicable **Economical** Silent

Last a Lifetime

Mail in a copy of your brand—State current and voltage—We do the rest

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The UNITED mold is constructed by electrical welding. This produces the most durable and sanitary mold on the market. The welding closes all intersections of the wires which keeps dirt from collecting at these points. Easy to keep clean.

Furnished with or without lettering.

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Most durable
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service than others.



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October

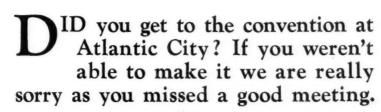
Just scope o Mechan of our equipm Bee

Hog Sau Ren Tag Dry Bac Cra Troi Lare Spra Hog Flan

Mea Truc Grea Fillir

Bell





New and improved models of many of our pieces of packing house equipment were included in our exhibit. Naturally everyone was interested in what these machines are doing and why they are standing the extreme wear and tear of packing house use.

This information is in our new Catalogue No. G. C. 15. It is just out and gives the very latest news on packing house equipment for "If It's for the Packing House—We Make It"—from Melters to Brushes.

You should have your copy by now. If you haven't received it—let us know immediately—we have one for you.



Just as an example of the scope of the production of the Mechanical plant we list a few of our items of packing house equipment:

Beef Killing Equipment Hog Killing Equipment Sausage Machinery Rendering Equipment Tag Fasteners Dryers Bacon Hangers Crackling Presses Trolleys Lard Rolls Spray Nozzles Hog Hoists Flank Props Belly Rollers Meat Hooks Trucks Grease Interceptors

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Mich.

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Simplify clean-up problems with

Pride Washing Powder

Dependableness of performance is processed into Pride Washing Powder from the selection of the materials to the final check of the finished product. Moreover, it has proved under working conditions that it does the work of packing house cleaning.

Pride Washing Powder is an all-around cleanser, washing metals, wood, porcelain, stone, painted surfaces, zinc, and glass equally well. It is efficient in eliminating the greases that make packing house sanitation peculiarly difficult.

The use of *Pride Washing Powder* in your packing plant will lessen your clean-up problems and shorten the clean-up period.



Order a trial barrel from the local Swift & Company agent and make your own test.

Pride Washing Powder

for all packing house cleaning

Swift & Company
Soap Department
U. S. A.

